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Advanced Management

COMBINED WITH MODERN MANAGEMENT

IN THIS ISSUE

FALL CONFERENCE HIGHLIGHTS

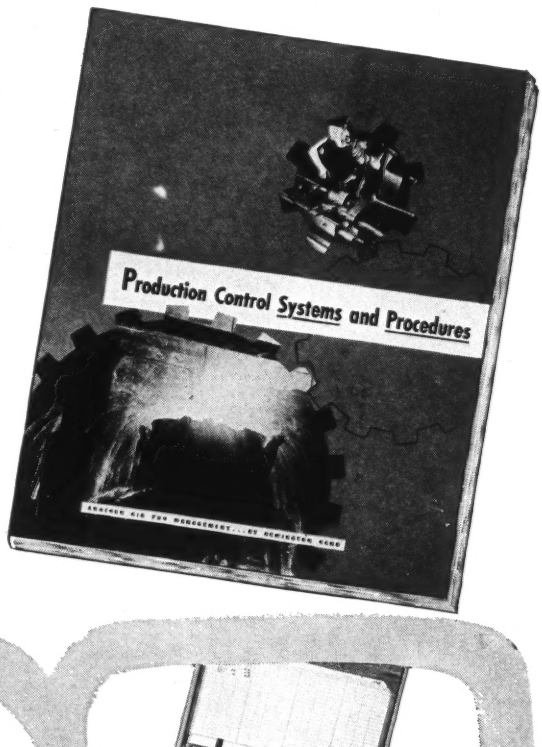
Special Issue

- Speakers and Their Subjects
- Productivity and Cost Reduction Sessions
- Human Relations Sessions
- Getting the Most Out of Your Conference
- Make if Informative — Communicating Company Information
- Consultive Supervision — From Chairman to Foreman

OCTOBER 1951

new book explains

Practical Production Control

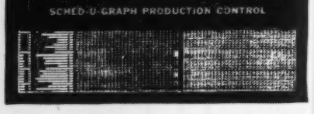


Most of your manufacturing problems today can be summed up in two words — *materials* and *production.*

The answer to these problems lies in simplified and proved paper work systems. That's why we know our new book, "Production Control Systems and Procedures," can be a standard guide to material and production planning and control in your plant, whether it is large or small.

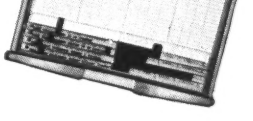
This book outlines actual case histories based on the vast combined experience of practical men who solved the complex production control problems of a regulated economy. These men now bring you, free, their analysis of simplified means for coordinating men, materials, and machines.

Here are a few of the practical ideas you will find in this book . . .



. . . How to keep up maximum output, curb costly production delays — by using SCHED-U-GRAPH CHART BOARDS to set up long-range, flexible production schedules, and to provide positive control of machine loads and parts needed for assembly-line operations.

. . . How to detail advance requirements of parts and raw materials for effective procurement action — with PUNCHED-CARD TABULATION SYSTEMS that "explode" bills of materials mechanically, quickly; and also provide the facts needed to prepare CMP allotment applications.



. . . How to maintain coordinated control of requirements, advance ordering, receipts and inventory of each item of parts and raw materials — in KARDEX VISIBLE CONTROL SYSTEMS that flash positive warning of threatened shortages or overstocks, so that prompt corrective action may be taken.

"Production Control Systems and Procedures", Form No. X1268, will show you how these proved ideas can help solve your production control problems. For your free copy, phone our nearest Business Equipment Center. Or write to Room 1394, Management Controls Reference Library, Remington Rand Inc., 315 Fourth Avenue, New York 10, N.Y.

Remington Rand INC

Volume XVI Number 10
October, 1951

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Advanced Management

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All Signs Point to Record Conference

S.A.M.'s 1951 Fall Conference Program is, as always, geared to the needs of the times.

Better Human Relations is a continued MUST for business, and of course greater productivity at lower cost is always one key to our country's successful future. These ideas are not at all new, but some of the ways to make them materialize will be new and may very well evolve from the kind of pioneer thinking S.A.M. Conferences promote.

That is why we are proud and grateful to present to this Conference so many skilled Executives. With everyone present taking keen and full advantage of the Sessions, and especially of the Question and Answer periods, these men are certain to insure a significant and challenging Conference.

Leon J. Dunn
President

WITH AN IMPRESSIVE LIST of top-flight executives and outstanding educators heading the roster of speakers for the Annual Fall Conference of the Society for Advancement of Management, November 1 and 2 at the Hotel Statler in New York City, there are early indications of a record attendance.

As was the case with the highly successful 1950 Management Conference, the coming two-day event will be actually two conferences in one. Sessions will be held simultaneously throughout both days, with the emphasis in one group being given to Increasing Productivity and Reducing Costs, and in the other on Improving Human Relations.

The "format" for each group of conference sessions will be about the same: the speakers will discuss principles, methods and techniques, and after their morning and afternoon presentations there will be discussion (question and answer) periods.

Management Philosophy will be treated at the luncheon sessions both days and at the Annual Banquet, Thursday evening, November 1.

CONFERENCE COMMITTEES

The Conference program has been prepared under the direction of National President Leon J. Dunn, assistant to the Executive Vice President of Veeder-Root, Hartford, Conn., and National Treasurer Bruce Payne, president of Bruce Payne & Associates, Inc., Westport, Conn.

Past President and Director-at-Large Dillard E. Bird, Management Counsel, of Westfield, N. J. is General Conference Chairman, assisted by the following:

Reception — Henry A. Cozzens, Jr., chairman; Paul G. Kell, assistant chairman: arrangements—C. A. Slocum, Executive Director of S.A.M.; chairman of student conference — Dr. Ralph L. Jacobs; publicity and promotion—Lewis T. Bolger; conference secretary — Dorothy Hudson; hotel reservations—Ruth B. Wurmser (National Office of S.A.M.).

The Conference will be opened Thursday, November 1 at 9 A.M. by President Dunn, after which the first of the "Productivity and Cost Reduction" sessions will be turned over to Harvey L. Spaunburg, Executive Vice President of Veeder-Root, Inc., and the "Human Relations" sessions to Joseph F. Meister, Assistant Manager of The Curtis Publishing Co., Philadelphia, Pa.

The Thursday luncheon chairman will be Director-at-Large Bird, and the luncheon speaker will be Mason M. Roberts, Vice President of General Motors Corp., Dayton, O., and General Manager of the Frigidaire Division, who will have as his topic "Basic Human Relations." Presentation of the Emerson Trophy and Membership Key awards will be made at this time.

Robert I. Miller, Assistant Secretary of the Curtis Publishing Co., will be chairman of the Thursday afternoon Productivity and Cost Reduction sessions, and Professor John F. Mee, Chairman of the Department of Management at Indiana Univerity, will be chairman of the Human Relations sessions the same afternoon.

THE BANQUET SPEAKERS

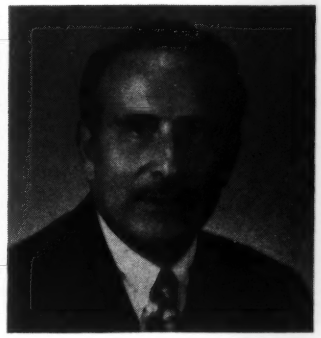
The Annual Banquet will start at 7 P.M. Thursday, November 1, and will be preceded at 6 P.M. with cocktails in the Georgian Room of The Statler. The banquet will be held in the Grand Ballroom and President Dunn will be chairman.

Vice President Glenn L. Gardiner of Forstmann Woolen Co. of Passaic, N. J., and Dean Donald K. David of the Graduate School of Business Administration at Harvard University, will be the banquet speakers, having as their topics, respectively, "Management Philosophies of 1951" and "Current Trends in Management Philosophy."

Presentation of awards at this event

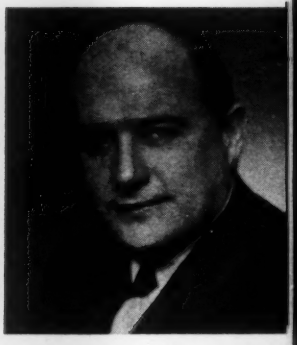
THEY WILL SPEAK AT S. A. M. FALL CONFERENCE

MASON M. ROBERTS
General Manager, Frigidaire
Vice President, General Motors



DR. ALFRED J. MARROW
President
Harwood Manufacturing

HENRY P. DOLAN
Director of Budgets
Curtiss-Wright Corp.



JOHN W. CRAIG, Vice Pres.
Avco Manufacturing Corp.
General Manager, Crosley Div.

will include a Life Membership certificate and card to Past President Bird.

Harold F. Smiddy, Vice President, Management Consulting Services Division, General Electric Co., and a National Vice President of S.A.M. will be chairman of the Friday morning (November 2) Productivity and Cost Reduction sessions. Chairman for the Human Relations sessions at the same period will be E. H. Van Delden, Professor of Industrial Relations, Department of Management and Industrial Relations Department of Management and Industrial Relations at New York University.

FRIDAY LUNCHEON

Edward W. Jochim, General Manager of the Chicago plant and Board member of Personal Products Corp., Chicago, will be the Friday luncheon chairman. Mr. Jochim is also National Executive Vice President of S.A.M.

The speaker at the Friday luncheon will be Dr. George S. Benson, president of Harding College, Searcy, Ark., who will have as his topic "Today's Challenge to Management."

Presentation of the Gilbreth Award will be made at this time.

Chairmen for Friday afternoon conference sessions will be: Productivity and Cost Reduction—Professor Oliver J. Sizelove, Executive Associate, Department of Management and Personnel, Newark College of Engineering, Newark, N. J., and National S.A.M. Secretary Howard K. Hyde of the Department of Defense, Washington, D. C.

Conference Information

SESSIONS

Sessions of the Annual Fall Conference will be held in The Georgian Room, The Keystone Room, and The Grand Ballroom, Hotel Statler, New York. See signs in The Grand Ballroom Foyer for information about exact location of each individual session.

REGISTRATION

To avoid waiting in line and to assure attendance at all sessions and meals, complete the registration blank immediately and return to the Society for Advancement of Management, 84 William Street, New York 38, N. Y. All registrations will be acknowledged and tickets mailed up to one week before the conference. On registrations received after October 24, tickets will be held at the advance registration desk in the foyer of the Grand Ballroom.

HOTEL ACCOMMODATIONS

Reservations will be accepted and confirmed by the National Office of the Society until the rooms assigned for this Conference have been exhausted. Those wishing accommodations may communicate with Reservation Manager, S.A.M., 84 William Street, New York 38.

PRESS REPRESENTATIVES

Members of the Press will find releases and working facilities in the Press Room (adjoining Parlor 2 in Foyer).

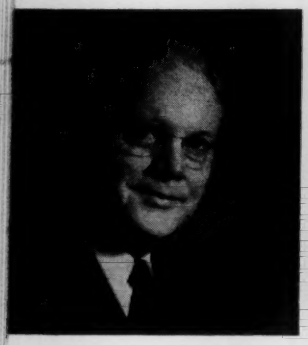
GENERAL

Business Dress will be worn by speakers and audiences at all Sessions, Luncheon Meetings, and Banquet.

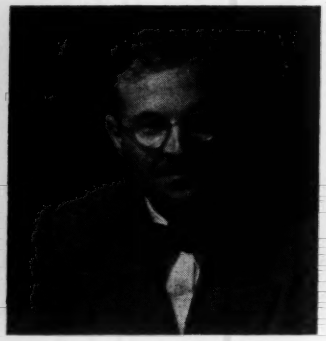
All sessions will be held at the Hotel Statler opposite Pennsylvania Station, 33rd Street and 7th Avenue.

MEMBERSHIP AND PUBLICATIONS

Information may be secured at the Information Desk in the Foyer or at the Headquarters of the Society.



GEORGE B. CORLESS
Employee Relations Dept.
Standard Oil Company



L. RENE GAIENNIE
Director of Personnel
Fairbanks, Morse & Co.

CLARENCE B. CALDWELL
Director of Personnel
Sears, Roebuck & Co.

DR. CLAUDE ROBINSON
President
Opinion Research Corp.

TAYLOR M. RUSHING
Supervisor of Training
The Texas Company

SESSIONS SPEAKERS, SUBJECTS

The speakers and subjects for the Thursday morning, November 1 Productivity and Cost Reduction sessions will be:

Henry P. Dolan, Director of Budgets, Curtiss-Wright Corp., Wood-Ridge, N. J., "The Use of Work Measurement in Budgeting."

Dr. Joel Dean, Professor of Business Economics, New York University, "Cost Concepts for Executive Decisions."

Olaf R. Swanson, Manager of Quality Control, Stewart-Warner Corp., Chicago, "Something New in Quality Control."

For the Thursday morning Human Relations sessions, these will be the speakers and their topics:

R. E. Gillmor, Vice President, Sperry Corp., New York City, "Practical Values of Organization."

Dr. Claude Robinson, President, Opinion Research Corp., New York City, "What Foremen Are Thinking."

Dr. Burleigh B. Gardner, Executive Director, Social Research, Inc., Chicago, Ill., "What Makes Successful Executives."

THURDAY P.M. SESSIONS

The speakers and subjects for the Thursday afternoon Productivity and Cost Reductions sessions are:

John W. Craig, Vice President, Avco Manufacturing Corp. and General Manager of the Crosley Division, Cincinnati, Ohio, "Increased Efficiency Through Production Planning."

Howard L. Roat, Master Mechanic, AC Spark Plug Division, General Motors Corp., Flint, Mich., "Increased Efficiency Through Methods Improvements."

Clyde L. Schwyhart, Manager of Education and Training Dept., Caterpillar Tractor Co., Peoria, Ill., "Increased Efficiency Through Training."

For the Human Relations Sessions for Thursday afternoon the following are the speakers and their subjects:

Dr. Alfred J. Marrow, President, Harwood Manufacturing Corp., New York City, "Psychology in Business."

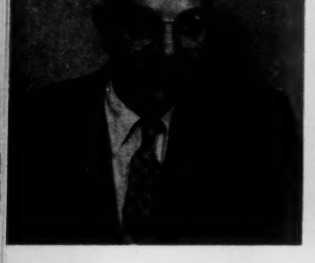
Clarence B. Caldwell, Director of Personnel and Employee Relations, Sears, Roebuck & Co., Chicago, Ill., "Executive Inventory and Development."

George B. Corless, Advisor on Executive Development, Employee Relations Dept., Standard Oil Company (New Jersey), New York City, "Programming Executive Development."

FRIDAY A.M. SESSIONS

The Friday morning, November 2 ses-

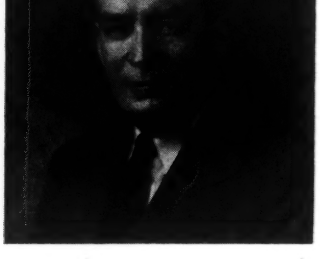
OLAF R. SWANSON, Mgr.
Quality Control
Stewart-Warner Corp.



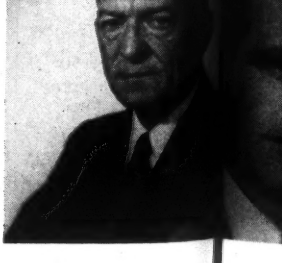
ANDREW R. TOWL
Assistant Director of Research
Harvard University

DR. JOEL DEAN, Professor
Business Economics
Columbia University

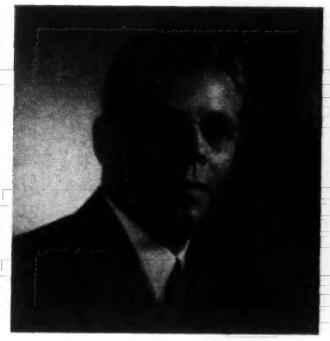
DR. BURLEIGH B. GARDNER
Executive Director
Social Research, Inc.



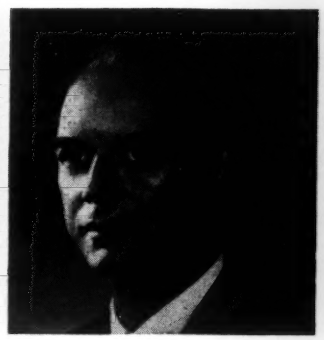
R. E. GILLMOR
Vice President
Sperry Corporation



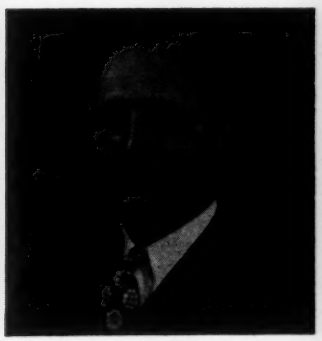
RLE C. HALE, Director
Salaried Personnel
General Motors Corp.



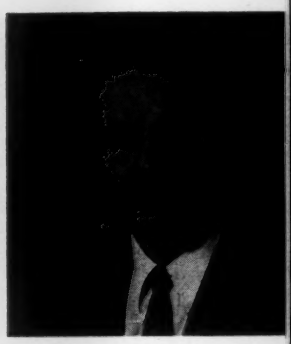
BRUCE PAYNE
President
Bruce Payne & Assoc.



WILLIAM F. LUCAS
Vice President
Brown-Forman Distillers



ERNEST H. REED, Manager
Education and Personnel
International Harvester Co.



CLYDE L. SCHWYHART, Mgr.
Education & Training Dept.
Caterpillar Tractor Co.

sions of Productivity and Cost Reduction have the following speakers and their subjects:

Bruce Payne, President of Bruce Payne & Associates, Inc., Westport, Conn., "Incentives That Work."

William M. Brady, Industrial Engineer, General Foods Corp., New York City, "Effective Application of Work Simplification."

Ralph W. Ells, Chief Economist of Allen-Bradley Co., Milwaukee, Wis., "Simplified Job Evaluation."

The Human Relations Sessions for Friday morning, November 2 will have the following speakers and their subjects:

Andrew R. Towl, Assistant Director of Research, Graduate School of Business Administration, Harvard University, "Setting Standards for Executive Compensation."

Merle C. Hale, Director of Salaried Personnel Activities, General Motors Corp., Detroit, Mich., "Salaried Personnel Planning."

William C. Jackson, Industrial Relations Manager of J. D. Adams Manufacturing Co., Indianapolis, Ind., "Budgeting and Cost Control For Personnel."

FRIDAY P.M. SCHEDULE

The speakers and their subjects for the Friday afternoon Productivity and Cost Reduction Sessions are:

L. Rene Gaiennie, Director of Personnel, Fairbanks, Morse & Co., Chicago, Ill., "Quantitative Approach to Organization Control."

Dr. Stanley E. Bryan, Associate Professor of Management, Michigan State College, East Lansing, Mich., "Modern Materials Management."

William F. Lucas, Vice President and Director of Engineering, Brown-Forman Distillers Corp., Louisville, Ky., "Improved Materials Handling."

CLOSING SESSIONS

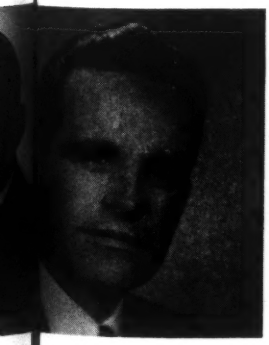
The speakers and their subjects for the Friday afternoon sessions of Human Relations are:

Ernest H. Reed, Manager of Education and Personnel, International Harvester Co., Chicago, Ill., "Recruiting and Developing First Line Supervision."

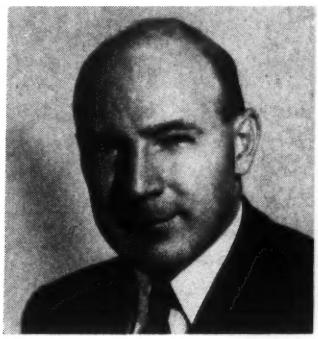
Dr. Herbert H. Meyer, Industrial Division, Psychological Corporation, New York City, "Uses of Tests in Selection of Supervisors."

Taylor M. Rushing, Supervisor of Training, Refining Department, The Texas Company, New York City, "Evaluating the Effectiveness of a Supervisory Program."

. STANLEY E. BRYAN
t. Prof. of Management
chigan State College



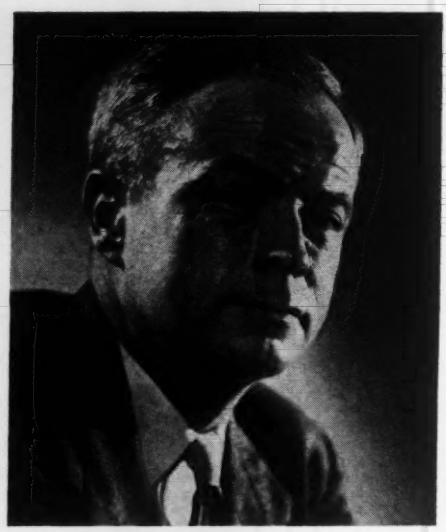
WILLIAM C. JACKSON, Mgr.
Industrial Relations
J. D. Adams Manufacturing Co.



DR. HERBERT H. MEYER
Industrial Division
Psychological Corp.

HOWARD L. ROAT, M. Mech.
AC Spark Plug Division
General Motors Corp.

RALPH W. ELLS
Chief Economist
Allen-Bradley Co.



Dr. Paul R. Beall

"Power is with the tongue"

Make It Informative!

By Dr. PAUL R. BEALL

Director, Information Division, Research and Development Board
Department of Defense, Washington, D. C.

The need for more effective communication calls for informative briefing presentations. In this article Dr. Beall cuts through a lot of "blue sky" practices and beliefs to present a realistic plan for communicating information to a variety of audiences.

MANAGEMENT NEEDS to speak clearly enough to win good-will and an honest day's work from labor; foremen need to communicate exact directions for processes; salesmen must express ideas clearly in language or lose the business. All of this is true, even as our wisest leaders in politics are concerned that we not only produce more and better weapons than the Communists, but that any victory will be hollow and temporary unless we out-talk them as well.

The present demand for more effective communication of ideas popularizes a problem which has concerned successful and thoughtful men for many years.

DUMB SMART EXECUTIVES

In the early twenties William Wrigley noted that "One of the greatest assets in business is the ability to express ideas clearly and concisely." Michael Faraday, great pioneer in physical science, believed more than a hundred years ago that the very process of education lay in being "continually engaged in forming exact ideas, and in expressing them clearly in language."

Modern men of industry and science are engaged in forming exact ideas and expressing them in objects made of plastics and steel and in electronic devices—in everything but language. Never before in history have smart men been so dumb—meaning mute. Yet in commerce as well as in government and world affairs it is still appropriate to quote Salisbury, English Statesman of the nineteenth century who said, "In these days whether we like it or not, power is with the tongue, power is with him who can speak."

Miraculous channels for speech (teletype, television, the cinema, etc.) are in use which would astonish Faraday and impress Wrigley. Yet channels as such contribute little to the clear expression of exact ideas. "Power is with the tongue" does not mean "power is with the microphone or automatic multilith machine".

Industrial and commercial companies of all sizes and in every business have frequent occasions when it would be profitable to make informative briefing presentations to groups within the company's public beneficiaries or to its owners or workers. Using company personnel as speakers and visual aids resolutely held to their role of aiding, any company can successfully articulate and communicate its message to any audience it is able to assemble.

SELECTION OF SPEAKERS

Any organization willing to spend the necessary time and work can prepare and deliver successful briefing. Problem 1 is to select the speakers. Company people should be used because they are the most competent authorities in the fields upon which they will report. And two incidental but valuable gains accrue in using subject-matter experts from the company. Knowing their subjects, they will have almost no memory problem and, being the authorities, their statements will carry authority.

Speakers chosen primarily on the basis of their "know-how" or "know-what" will include some who have had but little speaking experience — some who will blanch at the thought and be sure that they cannot do the job. Yet it is easier, and wiser too, to help a man to talk who has a message than vice versa. So much has been advertised of the value of successful public speaking as a method for developing the personality, building confidence, bringing out leadership-potentiality, fortifying old and cementing new friendships, etc., that (valuable as these ends assuredly are) the pertinent fact relevant to the purpose in speaking is sometimes forgot-

Paul R. Beall, Ph.D., management consultant, is on leave from the faculty of The Pennsylvania State College, serving as Director of the Information Division of the Research and Development Board in the Department of Defense. At Penn State, Professor Beall teaches in the Industrial Engineering Department of the Engineering School and in the Speech Department of the Liberal Arts School.

ten. Has the speaker something to say?

It has been noted from ancient times that an enthusiastic idiot can (and, alas, frequently does) sway the masses, but idiots should not be suffered gladly, and it is even possible that a negative social end is served when silver-tongued orators are developed whose substance is suitable only for the filling of balloons. Certainly it is more satisfactory and profitable to help to make articulate the man who is in possession of a valuable message.

Suppose a company were preparing to brief its directors on the firm's general health and welfare. The officers who are in firsthand possession of the facts should be called upon to give the several talks. The Treasurer, for example, would present the brief on the financial status quo.

PREPARING THE BRIEF

As his first step in preparing to present an oral brief on the company's financial status, Mr. Treasurer should sit down with the necessary assistants and write a report which he feels covers the topic. This should be done with little concern as to the length of the report. Such a paper completed, Mr. Treasurer must face the fact that he now has a report likened to an artillery or machine-gun barrage while his posture in the role of briefing officer should be that of a sniper. Hits rather than the volume of his shots will measure his brief's purpose and success. He should ask himself, "What have I to say that I want this particular audience at this particular meeting to understand and possibly remember or act upon?"

With the aid of the person who is directing the whole program (this coach-director-producer must, among other things, be a competent writer and probably will be an outsider—more on this later), Mr. Treasurer will finally cut a sniper's clear, terse resume from his longer report.

This cut version of the company's financial status constitutes the substance of the talk that the Treasurer will make. If the finished talk is likened to a meat sandwich, Mr. Treasurer now has his meat. It is a limited amount of meat and constitutes the basic, fundamental part of his speech.

The boundaries of the talk (thin slices of bread for the sandwich) are next decided upon and the brief's structure is complete. Structure, design, form, blueprint, outline, whatever the arrangement for the brief is called, it is vital to keep the structural plan simple. Four distinct parts are most workable. (1) Begin with an interesting and pertinent fact (bottom slice of bread); (2) tersely and clearly state the talk's purpose or proposition (this is the mustard that flavors the meat); (3) lay out the facts (the meat); (4) conclude with a restatement of the purpose or proposition now accomplished (top slice of bread).

The all important need is to keep the speech plan simple and clear. For example, starting with an interesting fact (a relevant illustration or appropriate anecdote may be equally effective), the Treasurer might begin, "Friends and Directors, this year your common stock will pay 2 per cent more than last year."

This sharp opening statement of fact or illustration should seize attention and then, as the word "introduction" denotes, "lead into" a statement of the *purpose* or *main idea* to be covered during the briefing. Thus, after his opening attention-getter, Mr. Treasurer might continue, "I will outline our financial picture for the current year through and including the second quarter." Every effort should be made to state this part of the brief (be it a "to prove" proposition or a "to explain" statement of purpose) with an accuracy that is unequivocal and a clarity that cannot be misunderstood. There is no higher or more challenging goal for writing or speaking than to be clear. Too frequently aspiring speakers try to be clever before they have learned to be clear, whereas only clear communication is clever.

The body or meat of the briefing is then presented and to close the talk it is effective and conclusive merely to restate the purpose as, "This, then, is your Company's financial picture through the second quarter."

PREPARING TO SPEAK

The material for the briefing and its most logical order for presentation is now decided. There remains only the comparatively simple (believe it or not) problem of preparing Mr. Treasurer to speak his piece, to communicate his message. If he is an inexperienced speaker, he will wish to read it. The more inexperienced he is, the more he will insist upon reading. If the program director lacks the persuasive ability to talk him out of this ghastly idea, he must be empowered to order against it. "Reading will be the easiest and surest way," says Mr. Treasurer. True enough, except that the purpose of our briefing is not to recite certain words at a certain time, but *to communicate information to an audience.* The joker against reading is that not one person in a thousand listens to one speech reader in ten thousand. Memorizing is equally as unthinkable as reading. Only talented actors with years of experience can communicate the intended message of a memorized brief.

Direct spoken communication has a two-way pattern like the exchange of play between tennis players. The speaker's expressions flow out, his audience's responsive impressions flow back to him. The action is to and fro, both speaker and audience participating. The opportunity to adjust his message to his audience's reactions is the one great advantage a speaker has over a writer. But when a talk is read or presented as a memorized recitation this life-engendering two-way pattern fails to exist. The audience listens passively (if they listen) and the speaker becomes a human phonograph. "Speak the speech, I pray you."

VISUAL AIDS AND BABY TALK

Mr. Treasurer will make his best talk if he has suitable notes and is instructed in their use. The important thing about notes is the speaker's understanding of their proper use: as weapons for attack, not crutches for support. These notes should be prepared on charts or slides so that the audience, as well as the speaker, may have the benefit of their amplification and clarification. Converted into graphs and tables and pictures the notes become "visual aids." Hand-held notes will be unnecessary.

Note that the important word is *aid.* The audience has assembled because only in that way may they meet, hear, and see the authority, their Treasurer. The Treasurer is the important one in this act. It is worthwhile to come to hear the Treasurer; but, if the audience has assembled to look at pictures, it would have been better to save their trouble, and send the pictures to them. The visual

aid is designed to make a presentation clearer and to assure the speaker's adherence to a predetermined speech substance and structure. When the audience marvels at the *aids* and misses the message, the briefing is a failure.

Visual aids are in great vogue nowadays and repeated mouthing of the notion that "one picture is better than a thousand words," has created in some quarters the false conclusion that nothing is better than a picture. This is patent nonsense! First of all, pictures are not as clear as words. Man's most complicated, most profound, and most wonderful achievement so far in his evolution has been his invention of words and his ability to store or communicate abstract ideas or facts with them. That we can explain with language how to build an atomic bomb is infinitely more amazing than building it.

Picture language is primitive, almost baby talk. Modern Chinese and ancient Egyptian are picture languages and their limitations for the expression or communication of complicated ideas or information, as for example an atomic energy formula or Plato's *Republic* or even a Treasurer's report, is quite apparent.

It is important to underscore the *supporting* role of visual aids. There is no magic in a picture. As a matter of fact, it is commonly the picture, *plus a few well chosen words,* that so effectively tells the story.

That Miles Standish Shyness

Industry is suffering from a Miles Standish complex. John Alden is called in to speak at Company meetings, and he does very well —but the thing that impresses the audience is John Alden rather than the importance of the Company's information which he presents.

Or a magician comes along with a new and better magic lantern employing an improved technique for the preparation and use of visual aids in color. A magic lantern show is presented at the conclusion of which those in the audience who are still awake exclaim, "What wonderful visual aids!"—and still the Company's information is uncommunicated.

SWIMMERS LEARN IN WATER

As any mortal alive prefers the girl to the pin-up girl, so our audience prefers the Treasurer to a reading by the Treasurer or pictures which he exhibits. This point cannot be made too strongly. Let all visual aids be kept in their supporting role of aid; let them be used to underscore the authority, the know-how, implicit in the person and personality of the Treasurer.

We have the speaker, the speech, and for his notes, the supporting visual aids. At this time there is no substitute for practice sessions. This show will cost money because rehearsals take time and the Treasurer's time is valuable. But a good briefing program is valuable too, while a fair briefing suggests a fair egg.

During practice sessions it is best to have an audience, preferably other speakers. The rehearsal must have leadership and direction, but the best criticism of the presentation's growth and adequacy will be that elicited from the audience of the rehearsal group. The speaker should be criticized, even interrupted, while he is on his feet at the lectern. The analogy is to the swimming coach coaching a swimmer. Just as the swimmer must learn to swim *in the water,* the speaker learns to express himself orally while he is coached, speaking on his feet. Theory here may not be separate from practice. A feeling of confidence for the spoken presentation must be acquired in the doing. We learn by doing; there is no other way.

WITH SWEET VIOLETS

All speakers can be helped by a little advice on getting started. They have an inclination to intrude unnecessary, time wasting, and frequently corny material into their introduction. The coach may need to help the Treasurer to curb an inclination to say with phony modesty that Bill or John could do it better, but he will *try* to do this or that. This is known as the "blushing violet" pose. Heaven forbid! Remember we have selected our speakers primarily because they are the best available authorities and experts on the matters to be covered by this briefing.

It is not immodest to act like an expert within the field where one is an expert. A great golf pro does not say, "I will try to show you how to hold the putter." Rather, "Gentlemen, this is the way to hold the putter." Nor will the distinguished concert pianist announce an encore by saying he will try to play this or that. He will say, as his audience expects him to say, "Ladies and gentlemen, I will play a Chopin Nocturne," after which he will damn well play it.

The Treasurer should speak right out as a man sure of himself, at least with respect to fiscal matters. When a Treasurer sounds as if he knows what he is talking about, his self-confidence will offend neither his customers, nor his employees, nor the stockholders; in fact, quite the contrary.

Speakers like to refer to their handicap of limited time. If time is of the essence, don't waste time talking about the shortness of time. The amateur has an almost irrepressible impulsion to refer to what he doesn't know or is incompetent to do. This bores and embarrasses all audiences. There is not time on the calendar for any of us to tell what we don't know. Dismiss all these irrelevant beginnings. Be not an amateur. The briefer should be coached to begin honestly and forthwith by stating a pertinent and interesting fact, then saying forthrightly, "I am pleased with this opportunity to outline your company's present financial status."

When slides are used it is best to speak ahead of them than following them. For example the Treasurer may say, "My next pie chart shows the break-

down of last year's income from bonds," and while he is saying this he should signal the chart on to the screen. This little technique for insuring the presentation's smooth, forward flow is most important. Nothing is cruder, more amateurish, or more conducive to interrupting the thought than for a speaker to conclude a slide, pause, call for a new slide, and then take up its discussion. Talk ahead of the slides. Call the slides into the speech, don't chase the speech after the slides.

THE SPEAKER'S VOICE

The purpose of the briefing is to furnish an opportunity for the listeners to hear straight facts directly from the experts. As we mentioned earlier that visual aids are not used as an art exhibit, it is equally pertinent to emphasize that we are not presenting a program of dramatic readings. The only voice requirement is that the Treasurer speak loudly enough to be heard and clearly enough to be understood. Unless he has a physical speech defect (in which case he would be excused from this assignment) the voice that has served him successfully so far all of his life will be equally adequate for this occasion.

If he doesn't speak loudly enough during practice sessions, let him be courteously interrupted with a question from the back row. During rehearsals the problem is to teach the Treasurer to focus his attention and concern upon the reaction of his audience.

How will he know? Again this is simply a problem of focusing his attention on the audience. He must look at them. No signal in the realm of communications is clearer than the blank expression of incomprehension on the faces in an audience that is not hearing or understanding. Proof of successful spoken communication is in the speaker's awareness of his audience's reaction to what he says. A speaker aware of his audience—focusing his attention on, and responding to, their reaction—will use an ample voice.

THE MUTE MAESTRO

A briefing, indeed any meeting, like a symphony does not conduct itself. Though every desk in the orchestra is filled by a virtuoso, there must be a man on the podium who leads, and the greater the virtuosity of the individual members, the greater the need for the authority and art of a skilled conductor.

The skills required of the man who chairs the meeting are special and he, as well as each individual speaker, must understand and be properly coached in his duties.

The leader's most important contributions are mood and pace. His control is exercised with a light touch. As m'lady's daintily slippered foot on the gas throttle determines whether a powerful car speeds at 90 per or lumbers and sputters along in jerks, so the chairman steers the show along in a lively manner or sabotages it by permitting it to crawl at a snail's pace.

GREAT ART CONCEALS ART

A successful meeting leader should be both in control and inconspicuous. He must have pledged to himself on his sacred honor to avoid talking about himself, to steal no spotlights and make no speeches, to serve the other speakers and the audience unselfishly, to keep a spirit of positive purposefulness in the meeting, and to keep things moving.

If the program schedule gets off the track, the chairman must make adjustments. It is his duty to see that the lights are adequate and the temperature comfortable. He must understand the general purpose of his organization and the specific purpose of this meeting. During the discussions, if Mr. Wise sits shyly mum, the chairman should direct a question to him that will draw him into the act, and if Mr. Blabb gets caught up in an articulatory hemorrhage, the chairman must shut him off by a tactful interrupting question which serves to toss the play to another contributor.

There must be no wasteful voids, never an empty stage. The chairman is up and talking before the last speaker is seated, and has returned to his chair before the next speaker has started.

As great art conceals art, so the chairman's competency will be measured by fact that few of the audience realize that he had much responsibility for the meeting's success.

COACH-DIRECTOR-PRODUCER

A strong point has been made of the fact that the best speakers to use in a briefing on any aspect of Company affairs are expert individuals within the Company's roster. An expert should also be used to coach the program. Experts use experts.

This boss of the briefing is not to be confused with the chairman. A briefing presented with finish and polish must be planned and timed and coached and prepared for with the same meticulous concern for detail and authoritative direction that goes into the production of a successful show; all of which is to say that a skillful and self-confident coach-director-producer must be in charge.

The coach must be a competent writer and perspicacious critic of successful expository and argumentative writing. He must be able to advise and coach on the use of visual aids and other problems related to effective speech delivery. He must be able to inspire hard work.

As important as anything else, this coach must have such background in commerce or industry that he understands the substance of the briefing that he is setting up. It is necessary that the man directing such a program knows what his performers are talking about. It is frivolous to secure a coach responsible merely for the direction of the speaking, because we do not speak speaking, nor write writing. We always speak or write about *something*.

VALUABLE BY-PRODUCTS

If the Company's personnel or training director has the ability to do the job, plus nerve and tact enough to instruct his superiors in the Company's hierarchy, he may be the man. More likely though, the successful coach will be an outsider. A college Speech or English teacher with a background in commerce, industry or engineering, and a flair for and interest in such an assignment can do it. Conversely, an industrial engineer, scientist, or other technical man who is able to write and speak in clear, accurate English (and there are a few) may also serve. A skilled journalist specializing in industry and with a hand for teaching is another possibility.

Every company in America has on its staff persons competent to prepare and present a clear, terse, and accurate briefing on any phase of the Company's status and problems to any audience with a need-to-know.

From extensive firsthand observation, we know that when such a briefing program is prepared, the actual presenta-

tion before the live audience will surpass every hopeful expectancy of the best rehearsal. The first and obvious benefit is that the desired information is communicated to the audience. However, the by-product gains are valuable enough that they alone would almost justify the briefing project.

By the time a man has prepared a satisfactory brief on all or any portion of his professional activities and responsibilities, he will have completed a personal job-study and job-analysis and made a mental inventory and house cleaning that will serve to clarify his own problems and show them in a more realistic perspective to the company's whole activity.

The conscientious and industrious teamwork of many individuals goes into a briefing. This teamwork produces a high morale. The highest organizational morale possible results when people have the proud feeling of being part of an integrated and successful team play. Every individual who has contributed something to the program feels proud of his own contribution because he is proud of the whole effect. His sense of belonging, his feeling of being "in" engenders a contagious optimistic attitude of "all for one and one for all" which frequently distinguishes work that is a good life from work that merely earns a living.

For its value as an effective medium of communication and for the by-product bonus values of clearer job understanding, better publications and a higher company morale, more industrial organizations should make use of the oral briefing.

TIME STUDY

Urges Broadening of Fields in Time Study Training

THOSE OF US WHO HAVE been engaged in promoting the study of motion economy have been overlooking the best means for increasing many-fold the number of persons reached. We have taught motion study to upper-class industrial engineering and industrial management students; some companies have carried on programs for training supervisors; and others have taught motion economy to their line employees, with excellent results, but at considerable expense and to just a few.

The senior high schools provide us with most of our future workmen. Our employees of tomorrow are in school at that time in their lives when they are most open-minded, interested, and when it is unnecessary to pay them while attending class. The average senior high school student can understand and use effectively the most important principles, and tools of analysis, of motion economy. Think of the effect on our national productivity if we could make every high school graduate motion economy minded! At least some of them would learn to loaf efficiently.

There is no need to set up a separate course in motion study in the high school curriculum, it could become an integral part of a regular shop or laboratory course. Such tools of analysis as the process chart, the flow diagram, the activity chart and the right-hand and left-hand chart could be taught. Nine or ten of the more applicable principles of motion economy would suffice. Home tasks could be diagrammed and improved. Job assemblies of such things as fuel pumps, clearance lights, switches, wood planes and locks could be used for practice in applying principles. Problems in work place layout could easily be found in the industrial arts shop, the home economics laboratory, the farm shop and the commercial classes. In some instances, even current and real problems for methods problems could be supplied by local industries. With challenging problems and a resulting sense of real accomplishment, student interest could always be stimulated and maintained. High school students are usually receptive to new ideas and lazy enough to think highly of a program that promises to make any task easier.

There is a complete lack of knowledge of motion economy among our educators and the public. The need for taking our light from under the bushel is great and the time is right. What can you, as a proponent of scientific management, do to help promote such a program?

Get acquainted with the shop teachers in your local schools, and, if safe, the home economics teachers. Casually lead a conversation into a discussion of motion study in their classes. Contact your local supervisor or director of industrial arts. Talk to the school principals about the need for graduates trained in efficient work methods. Prepare an interesting program on motion study that would appeal to the parent-teacher groups based on demonstrations and perhaps a good moving picture. Get the ball rolling to provide training in motion study for interested high school teachers.

You will benefit most if such a program becomes successful and there is no reason why it shouldn't. Let's make it a national movement!

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Blueprint for a Plant Health Program

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What are the yardsticks for evaluating the plan? . . . How is it best administered? . . . When is a registered nurse; a physician needed? . . . What of ethics and company policies? . . . These are some of the problems discussed here by a recognized authority.

THE PRIMARY PURPOSE of this paper is not the selling of health services. It is, rather, an attempt to interpret the activities of the doctor and nurse in industry and suggest to management ways of applying health services to the best advantage.

In some states company provision for emergency care is compulsory. Such is the case in Minnesota. The 1950 Safety Standards for all places of employment in Minnesota states "In every place of employment the employer shall provide some means of first aid for the treatment of accidents and illness. All first aid treatment shall be administered by some person who has been instructed by a physician or an organization such as the Red Cross and is qualified for such duties. . . . At the discretion of the Industrial Commission a first aid room shall be set aside for the administration of first aid and be equipped with hot and cold running water, soap and towels and sanitary drinking water facilities."[3]

The employer may at the outset decide whether or not he will limit his health service to first aid. According to the law this may be all he can be compelled to provide—but it still may not be adequate. The employer might very well seek advice from his State Division of Industrial Health on this problem. First aid service should seldom be considered adequate for a plant employing more than one hundred men and women on any one shift.

TWO ESSENTIALS

Suppose the employer elects to provide only first aid service. What is a good first aid setup? That depends, of course, on the physical layout of the plant and the number and location of the employees to be served. There are two essential features: 1) a properly equipped and located first aid station or first aid box, and 2) a properly trained first aid attendant. The American College of Surgeons in a survey of approximately 2,000 medical services in industry placed first among objectional features the indiscriminate use of first aid kits.[4]

No first aid program can succeed if the box is open to everyone for self treatment. First aid involves much more than bandaging small injuries. It involves judgment in such things as when to treat and when not to treat, how to splint and transport patients, when to call a doctor, keeping of records, etc. These things can be handled only by someone trained in first aid. It is not enough that the person rendering first aid had some training in the remote past. First aid attendants need refresher courses in order to keep their certificates in effect.

Some employers feel that they can have a better first aid service by hiring a trained nurse. This may be true but it is not necessarily the case. If the service is to be strictly first aid a properly trained first aid worker or a practical nurse can handle it perfectly well because the practice of first aid is quite clearly defined. Fully trained registered nurses should be employed in industry but it seems such a pity to hire a registered nurse and then restrict her activities to first aid. A registered nurse has behind her a heavy curriculum of highly specialized training. She is capable of doing much more than first aid. Her training, however, does not prepare her to work as an individualist. She cannot practice medicine any more than a first aid attendant can. She is trained to function as part of a team. The nurse in industry can no more function at her best without a doctor to guide her than she can in hospital or private nursing practice.

If an employer is going to hire a registered nurse, and a full-time or part-time doctor, he is actually planning more than a first aid service and venturing into the field of a health service.[9] A health service opens up vast opportunities for furthering the health and welfare of workingmen. It is a new field in the practice of medicine which challenges the best in the practice of preventive medicine and adult nursing. Because it is a new field many industrialists and many in the medical and nursing professions have little conception of the scope and opportunities offered in an industrial health practice.

CLIPPED WINGS

While a qualified nurse doing nothing but first aid work may feel as frustrated as a pigeon with its wings clipped, a nurse trying to do more than first aid without a doctor may be as dangerous as a ship without a pilot.

The industrialist who is anxious to have more than a first aid service, and hires a registered nurse but does not give her the backing of a qualified doctor, and yet expects her to undertake duties which she can do only under a doctor's orders, shows a lack of understanding of the ethics and basic principles of medical practice.

A doctor to stand behind the industrial nurse is a must in a successful in-

dustrial health service. He need not be employed more than part time or he may even serve the purpose, in some circumstances, if he is a consultant only. The essential thing is that the industrial nurse must have a medical man to guide her medical and surgical activities. No other person or profession either inside or outside of the plant is qualified to give this guidance. No employer, unless he is a physician, would dare take the responsibility of telling the nurse what she should do for a patient.

SHE HAS LIMITATIONS

The nurse on her part is trained to know her limitations and must know where she can turn for advice when she needs it. Nurses employed in industry must not be maneuvered into the position where they might be accused of practicing medicine. It is accepted practice that a doctor can ask a nurse to do things for him. The doctor then takes the responsibility. He has a license and when the nurse acts on his specific orders it is the doctor practicing medicine and using the nurse to assist him. Of course, the nurse has certain obligations on her part to carry out the doctor's orders correctly.

One way in which the doctor can direct the industrial nurse without having her call too frequently upon him, is by issuing standing orders for her guidance. Standing orders, of course, must be signed by the doctor and revised by him from time to time. They are a statement of how he wants the nurse to proceed under circumstances which can be foreseen and outlined. They usually cover first aid procedures and such things as when to dispense doses of certain drugs, etc.

NO PRESSURE, PLEASE

It should be clearly understood by the nurse, the doctor and management that standing orders which he has signed are valid only as long as the doctor wants them to be. If the doctor at any time feels that the nurse, on her own part, or under pressure from management, is participating in unethical practices, which are not in the best interests of medical science, he may withdraw his support of the nurse. If the doctor withdrew his support of the nurse and the health program it would mean that the nurse would no longer have authority to do anything more than first aid.

In choosing a nurse for a health service it is important to choose one who has been properly trained for industrial health work. That means she must be an RN, with supplementary training in industrial health. Many of the universities now have postgraduate courses for nurses going into industrial work. However, in spite of this, there are not many nurses trained for this special field. A nurse who has had some experience in industrial nursing is likely to have learned a good deal and makes a good second choice. A nurse with public health training has a good background for industrial nursing. If no nurse with extra training or industrial experience can be found, a nurse who has had some experience in a doctor's office is a good prospect. A pleasing personality is a great asset to an industrial nurse and should weigh heavily in making a choice.

DEFECTS IN PRESENT PRACTICES

A doctor who has additional training and understanding of industrial health practices is even more difficult to find than a suitable industrial nurse. I have seen good industrial nurses doing less than their best work because the doctor had no clear conception of the scope of industrial health, just as I have seen health services limping along with greatly reduced efficiency because management and personnel managers had no vision of the opportunities offered by a proper health service. A few universities are offering to doctors postgraduate training in industrial health but the number of graduates is away below the demand. Most doctors serving part time in industry have had to learn by experience.

The industrial physician, whether part-time or full-time, can learn much and be exceedingly helpful if he is allowed to visit the plant regularly. The American College of Surgeons found failure of the doctor to make plant inspections to be one of the most consistent defects in industrial medical practice.[4, 10] It is impossible for a doctor or nurse to carry on a good industrial health service unless he is thoroughly familiar with the working conditions and particular hazards of every workman in the plant. The doctor must know the space the workman has to move in, the mechanical guards, the work he does, the amount of light, the temperature, the contaminants in the air he breathes, the nearness of toxic substances, the effect of changing winds and atmospheric conditions, etc. The company should provide their budget with sufficient funds to pay for these in plant visits.

NON-MEDICAL ADMINISTRATORS

Where the plant does not employ a physician, even part time, but does hire him in a consultant capacity, that is, buys his services and advice on a fee for service basis, the situation is a little different. Here it is not practical for the doctor to have administrative authority over the nurse and other personnel, although the service will always rely on him for advice on medical problems.

Under such circumstances many plants have placed the nurse under the personnel director and some have placed her under the safety engineer. Sometimes this works out fairly well and sometimes it does not. It depends upon the vision of the personnel director. Often he is a hampering influence.

As a general thing, when the safety engineer is in charge the setup is unsatisfactory. Usually in a fair sized plant it is better to have the nurse report to the industrial relations manager and occupy a position parallel to the personnel manager. In the smaller plant where the duties of the personnel manager and the safety engineer are combined it is better to make the nurse responsible to top management only.

In setting up a health service the extent of the service and governing policies should be clearly defined. There should be no confusion as to how the functions of the nurse fit into the activities of the personnel department or the responsibilities of the safety engineer.[7] These policies should be clearly stated in the plant manual for all officials to follow and for the specific guidance of the nurse. Many problems can be avoided by early attention to writing the manual.

GET THE RECORD CLEAR

Everyone recognizes the importance of accurate medical records.[12] Unfortunately some industrialists seem unable to distinguish between personnel records and medical records. It is one of the

fundamentals of the practice of medicine that details of past and present illnesses and physical examinations are confidences between the patient and the doctor, and the nurse as his assistant. There is no reason why these confidences may not be preserved in an industrial health practice. If this premise is granted there is no question as to where medical records belong. They belong in the health service and not in the personnel department.

Some employers take advantage of the employee when hiring him by requiring him to sign a consent form which gives this confidential information to the employer legally. There is some truth in the argument that since the employer pays for the physical examination he is entitled to the findings, but there are some things which should not be for sale. It is generally conceded that the best industrial relations are fostered where the workers know that their medical records are kept confidential and the personnel department supplied with only sufficient information to enable them to place or transfer the workmen intelligently. Certainly the doctor and nurse can carry on a much more helpful health program where they have the confidence of the employees.

THE PHYSICAL EXAM

A physical examination program is one of the basic features of a good health service.[11] It can be the cornerstone around which to build the other elements of the program or it can be the stumbling block which nullifies the service. A clear understanding of the purpose of physical examinations is necessary before any move is made. The limited conception that physical examinations are done for the exclusive benefit of the employer, to exclude from his payroll ill or handicapped people, or to remove from his payroll people who are in danger of cashing in on company pension plans because of impending ill health is a view which is unworthy of any employer and which will meet with immediate opposition from labor.

Physical examinations to be effective should be thorough and, wherever possible, are usually best performed at the plant. If a doctor's examination is only perfunctory, the worker knows it is worthless, the employer is being cheated, and the purpose of the program is defeated. This is a serious situation which demands drastic action. If a frank talk with the doctor shows that he is out of sympathy with the program, or the situation is not immediately corrected thereafter, there is only one solution, discharge the doctor and get another one.

IF HE'S A V.I.P. MAKE HIM A V.P. TOO

ONE COMMON MISTAKE made by management is in not attaching sufficient importance to the health service so that it becomes placed too far down in the plant organization.[6] One fundamental principle for successful operation is that the head of the health service must have ready access to top management. If there is a full time physician at a given plant he should report directly to the chief official at that plant. If the plant is one of a chain the doctor at the plant may be responsible to a medical director who serves the whole chain of plants. The latter should have the status of a vice-president. Even if a doctor is employed only part time his position in the organization should be the same.

ETHICS AND COMPANY POLICY

Physical examinations will reveal non-occupational defects which need correction and workers who have confidence in a health service will come to the nurse or doctor and ask what to do about illnesses or accidents which are not occupational in origin. The handling of these cases in a way which is satisfactory to the patient, management and private practicing physicians requires strict attention to company policy and medical ethics.

The private physician will not feel kindly toward an industrial health service which gives treatments to his private patients, thus depriving him of a fee. The patient desires to save himself a doctor's fee and avoid losing pay while visiting his doctor. The company may be inclined to favor treatment of non-occupational conditions if it is likely to keep the worker on the job or is likely to pay off in better industrial relations. The plant doctor, if he is a part-time employee only, and is conducting a private practice, is subject to the criticism that he is rendering first treatments at the plant and then having these men report to his private office for further treatment, thereby building up his practice in an unethical manner.

ESTABLISHING POLICY

The problem is not easy to solve but the first and easiest step is to outline the company policy in the plant manual. Usually a policy is acceptable to the medical profession if it limits care of non-occupational conditions to emergency first aid treatment only, that is, and subsequent treatment of only those conditions which are so minor that the worker would not consult his own physician about them anyway. Care of these latter minor conditions is justified because it keeps the men at work and makes them happier without cutting into the private practices of the doctors in the community. Further handling of the problem must be left to the good judgment and conscientiousness of the doctor and nurse. They must decide when a condition is minor enough to fall within the company policy of free treatment. They must inquire the name of the patient's private physician and tactfully refer the patient to his own doctor and do it in a way which will please both the patient and his doctor and at the same time counteract the suspicion the employee may have that the company is not doing as much for him as it should.

COMMUNITY RELATIONS

The relationship between the health service and the practicing physicians in the community is very important. It can be built up to a mutually helpful and cordial relationship by the strict observance of medical ethics and practicing of the golden rule. The ideal situation is reached when the plant physician makes available to the private physician, with the consent of the worker, all the results of his physical examinations and laboratory determinations, and the private physician on his part always consults with the plant physician when he has reason to suspect that an illness he is attending may have an occupational cause. The part-time plant physician should in no way use the plant to build up his private practice at the expense of

his competitors. He should, however, work for and receive recognition from his fellow practitioners as a specialist in industrial diseases as far as they pertain to exposures in his plant.

TACT IS ESSENTIAL

Another phase of industrial health practice which requires the confidence of the attending physician and the cooperation of the health service is the rehabilitation of the workman. In many cases the plant health service will have some physiotherapy facilities and the industrial nurse will have some grounding in occupational therapy. The attending physician, who may be an independent private practitioner, will be willing to send his patient back to work sooner if he is assured that the man will have adequate supervision until completely rehabilitated. The plant nurse can provide that supervision and even carry out some physiotherapy under the direction of the workman's physician. This is a phase of industrial health practice which as yet has been little developed but it offers great opportunities for the mutual benefit of the workman, the private physician and the company.

The health service can participate in the absentee control program and assist greatly in the reduction of lost time. The nurse, however, should be asked to take on only those phases of absentee control which are related to ill health and accidents. Management cannot afford to let the health service get the reputation of being a police service but should lean upon it to control faked illnesses.

There are many other ways in which a health service can promote good health and well being in a plant[8] such as health counselling, supervision of eating and washing places, education of employees in health and personal hygiene, participation in sick benefit plans, etc., but there is one which requires special mention — industrial hygiene. Industrial hygiene is the study and control of working conditions in industry. The conditions under which an employee works are the direct concern of the doctor and nurse engaged in industrial practice. The good industrial nurse or industrial physician who makes routine plant inspections will recognize places which present the possibility of a health hazard and they will know when to call for scientific studies such as are provided by the State Division of Industrial Health.

No attempt has been made in this paper to show the value of a health service in dollars and cents but a study made by Dr. V. G. Heiser in 1941 showed that 1,620 out of 1,625 plants considered their health program a paying proposition.[5] Further information on this subject can be obtained by a study of the references.[14, 15]

The value of a health service in furthering good relationships with labor is hard to calculate but it can be a very potent factor if handled rightly.[13] This subject deserves a study of its own but space permits only a mention of it here with a hope that the reader is a man with vision and appreciation of these things and who has additional sources of information available to him. The farsighted industrialist will anticipate the needs of his workmen and give them the best possible working conditions. Health service eventually will be the accepted thing in any industry. It is a wise manager who provides it before labor demands it.

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Du Pont Training Executives

CREATION OF AN Organization Planning Division within the du Pont Employee Relations Department, Wilmington, Del., to inaugurate a sound program to insure the availability of sufficient competent, well-trained personnel to fill future managerial openings was announced in mid-September by the company.

W. Laird Stabler, who has been manager of the Personnel and Industrial Relations Division of the Rayon Department for six years, was appointed head of the new division. It was created as part of the recent reorganization of du Pont's former Service Department that put primary emphasis on its principal concern—employee relations.

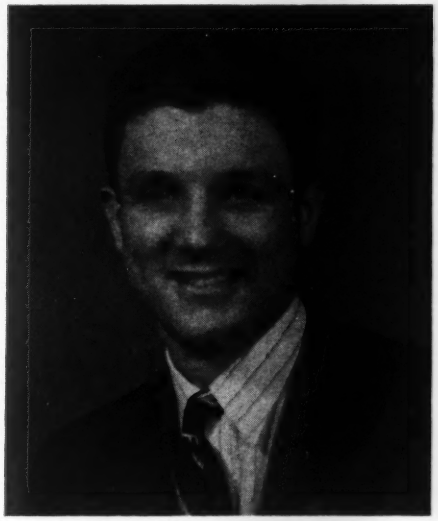
E. F. du Pont, director of the Employee Relations Department, said that the new Organization Planning Division, a single coordinating agency whose chief function will be to study constantly the development of personnel, will be of increasing value to the company.

"Future growth of the company with its attendant need for an increased number of supervisory and higher management personnel, along with new demands on the organization due to recent expansion, necessitate even greater consideration to guarding against a shortage in supervisory and higher management personnel," he added.

How to Get the Most Out of Your Conference

By LOUIS A. ALLEN

Manager, Personnel Administration and Training
Koppers Company, Inc., Pittsburgh, Pa.



Louis A. Allen
He favors a reversal of roles

Active audience participation — in Question and Answer periods and by group observer teams — are recommended by this training specialist, and his comments are offered at this time for the special consideration of those planning to attend S.A.M.'s coming management conference.

GO BACK IN YOUR MEMORY to the past six or seven conferences you attended. Which of these do you remember best? How many of the points made by the speaker can you recollect? Think further: What *do* you remember best about those conferences? Perhaps the gist of the talk is hazy, but if there was a question and answer period and *you* asked even a single question, most likely you can recall vividly just what you asked, what the speaker said in answer, and what comments on *your* question were offered by other people in the audience.

That is the key to the modern concept of group communication. Generally, the part of a speaker's talk that sticks with his audience longest is not the rolling period . . . the glowing hyperbole . . . the hilarious story. Those are only verbal frosting. Even the trenchant, logical thought . . . forcefully uttered and driven home with effective gestures . . . isn't the one that registers best. When you are in the audience, the things *you* say make *your* mental cash register ring—not the words of the speaker.

This reversal of roles seems to add up to a paradox. How can the audience do the speaking while the supposed speaker listens?

But it is not as contradictory as it seems. The trick is for the speaker to do most of the talking, but to give each man in the audience an opportunity to think over and tell back the main points of his discourse. If this still seems something within the realm of hocus pocus, a little consideration of modern findings will help unravel the puzzle.

The problem is to give people an opportunity to participate in the events of the meeting to the extent that they will have to think through the facts presented by the speaker. In other words, make listening an active, instead of passive thing.

There are various ways of doing this. One of the best is to split the audience into smaller groups of six or eight people, who can act together on a face-to-face basis when the proper time comes. As is true in factory and office, it will be found that people produce real results only when they are in this face-to-face relationship. These groups that go to make up the audience are briefed so they will feel a personal stake in the speaker's message and in coming up with some concrete conclusions about his talk when he has finished.

HOW TO BE AN AUDIENCE

An effective way to do this is to give each of the groups an opportunity to select a leader from its members before the proceedings begin. The chairman of the meeting then takes a few minutes to train the audience in the role it is to play. To do this, he first outlines what the main conclusions of the speaker will be. If visual aids are available, a single large chart can be used to outline the conclusions. Now everybody knows where the verbal safari is headed and

HIGHLIGHTS

The greatest benefits from any conference are derived from the contributions of the members, not of the speaker.

To secure effective participation, it is necessary for the chairman first to outline the speaker's conclusions. This tells the audience what it is going to hear.

Then the speaker delivers his address.

Finally, the audience tells it back by working out solutions to problems based on the speaker's outline.

This procedure not only adheres to the latest findings in group psychology, it also provides the kind of meeting that keeps the audience alert and interested for every minute of the proceedings.

what game should be bagged along the route.

Next, all but one of the groups are assigned individual topics or problems related to the speaker's subject. They are told they will be given ten minutes after the speaker finishes to work out the solutions to their assigned topics. Their reference point must always be the speaker's remarks. At the end of the time allotted for the small group discussions, each leader will be asked to report the findings of his group to the meeting at large.

THE ROLE OF THE OBSERVERS AND CRITICS

The odd group, which has not been assigned a problem, is made observer and critic of what everybody else does. It is the job of this unit to use the last five minutes of the meeting to report on the strong and weak points of the group procedure and to summarize the conclusions of both the speaker and the audience.

What happens when a meeting is held under this setup? The procedure immediately puts things on a personal participation basis. The speaker is first affected. Since he knows his statements will be gone over with a fine tooth comb by the audience, he will go to special pains to make his talk both logical and consistent. He is likely to think long and hard about his conclusions, because he knows they will be under fire even before he starts to talk. To a good speaker, this is a challenge. A poor speaker will refuse to lay his usual meanderings open to this kind of searching attack. Either way the audience wins.

The greatest benefits come to the audience. Since each group has a job and feels that it is competing with the other groups in doing that job well, every member will be motivated to listen and think about what the speaker has to say. There is certain to be close attention and careful analysis of every remark. After the talk, when the individual groups gather to discuss their contribution to the meeting, each person has an opportunity to play back his version of what the speaker said and why he agreed or disagreed with it.

When the group leaders make their reports to the other groups, every member is listening intently, for this is still his contribution. And finally, when the last report is rendered by the observer-critic group, everybody has an opportunity to tie the proceedings together into a bundle and to add it to the mental storehouse of things he personally subscribes to and believes in because his own thinking went into them.

MANAGEMENT BOOKS *Recently Received*

The Mind of a "Member", by ALFRED D. SHEFFIELD AND ADA ELIOT SHEFFIELD, published by Exposition Press, Inc., New York City. 208 pages, $4.00.

Industrial Internal Auditing, by W. A. WALKER AND W. R. DAVIES, published by McGraw-Hill Book Co., New York City. 329 pages, $5.00.

How to Use Your Trade Association, by WALTER MITCHELL, JR., published by Prentice-Hall, Inc., New York City. 287 pages, $5.25.

Production and Inventory Control, by WILLIAM E. RITCHIE, published by Ronald Press Co., New York City. 278 pages, $5.00.

Materials Handling—2nd Edition, by HARRY F. STOCKER, published by Prentice-Hall, Inc., New York City. 330 pages, $6.65.

The Executive at Work, by MELVIN T. COPELAND, published by Harvard University Press, Cambridge, Mass. 278 pages, $3.75.

Statistical Methodology Reviews 1941-1950, edited by OSCAR K. BUROS, published by John Wiley & Sons, Inc., New York City. 457 pages, $7.00.

Advertising Media, by ED BRENNEN, published by McGraw-Hill Book Co., New York City. 410 pages, $6.50.

Quality Control Handbook, edited by J. M. JURAN, published by McGraw-Hill Book Co., New York City. 800 pages, $10.00.

Manpower Resources and Utilization, by A. J. JAFFE AND CHARLES D. STEWART, published by John Wiley & Sons, New York City. 532 pages, $6.50.

How To File and Index, by BERTHA M. WEEKS, published by Ronald Press Co., New York, N.Y. 306 pages, $4.00.

Payment By Results, International Labour Office, Geneva. 204 pages, $1.25.

Labor Law—The Fair Labor Standards Act—The Taft-Hartley Act, by REGINALD PARKER, J.D., published by Claridge Publishing Corp., New York, N. Y. 130 pages, $1.00.

Administrative Action, by WILLIAM H. NEWMAN, published by Prentice-Hall, Inc., New York, N. Y. 483 pages, $6.35.

Learning to Live With the Informal Groups

By KEITH DAVIS

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Since the informal organization is undoubtedly here to stay the administration might better regard it as a valuable channel for communication instead of simply as a thorn in the side of management.

DURING THE LAST World War it was reported that an army camp commander, sold on the idea of accident prevention, issued the formal order that there would be no more accidents at his camp. He found that many accidents continued in spite of his order. Likewise, managers often wish that they could order the informal organization abolished with the stroke of a pen, but it refuses to "fade away." The informal organization—like death, taxes, and accidents—is here to stay!

Most administrators would prefer to work with only the formal organization. Their job would be simpler and involve less worry. From their point of view, the informal organization is the thorn in the organizational side which regularly offers resistance to their formal orders, or amends them, or accomplishes them by a procedure different from the intended one. And sometimes the informal organization becomes more powerful than the formal one.

Regardless of how helpful or harmful informal organization is, the administrator must return to the hard fact that it is a permanent part of his environment; so he must learn to live with it. If he can learn what it is and how to use it, perhaps he can develop skills for making it a positive force in the organization instead of a negative one.

Formal organization arises from formal authority, which may be defined as the right to require action within a specified activity area, usually called a function. This right extends over both equipment and people within that area. It is always delegated, except in the case of the authority; and, in terms of the formal organization, it is delegated downward. From the strictly organizational point of view, the source of formal authority is not important as long as it is present. Source is an ethical problem, and the administrator's function, narrowly defined, is to use delegated authority to the best of his ability, once he has accepted it.

EARNED, NOT DELEGATED

Informal authority arises from the social interaction of people. It may be defined as the power to secure action within a specific function without the use of formal authority. Informal authority is earned from associates, rather than delegated by superiors. In contrast to the downward flow of formal authority, informal authority more often flows upward or horizontally. It is more of a privilege than a right. It is usually more unstable, since it is subject to the sentiments of people. The administrator is concerned with its source and its flow, because this gives him insight into its influence within the work group. Urwick describes two types of informal authority: 1) personal authority, which results primarily from the attitude of one person towards another, and 2) technical authority, which results from special knowledge or skill which a person is presumed to have. General William Harrison has said of technical authority, "There is no authority greater than the authority of knowledge and competence."

MISS DOAK PICKS HER OWN SUPERVISOR

The differences between formal and informal authority are illustrated by the conduct of two office employees, Mary Doak and Jane Lonesome, who worked for their office supervisor, Mrs. Smith. Miss Lonesome was a very considerate woman with 20 years of company experience; Mary Doak liked her friendliness and respected her opinions more than she did those of Mrs. Smith. When an unusual typing job came through, Mary went to Miss Lonesome and said, "Lonesome, how does old Legree [referring to Mrs. Smith] want us to do this?" Miss Lonesome told her; and Mary followed Miss Lonesome's instructions without checking with Mrs. Smith as regulations required her to do.

In this situation Miss Lonesome, having no formal authority, is using informal authority to help accomplish a work objective which should "normally" be accomplished directly through the formal authority of Mrs. Smith.

FILLING SOME GAPS

The informal organization does not always need to be a negative force in the work group. It can work for organizational objectives as well as against them. It can carry fact instead of rumor over its grapevine. It can support the executive instead of undermining him. In the first place, the informal organization may act in a manner which will lighten the work load of the formal supervisor. If employees know that the supervisor has the support of the existing informal organization, they are more likely to proceed with their assigned duties without bothering their supervisor with unnecessary questions "just to be sure." The supervisor will feel freer to delegate more in order to reduce his load of administrative detail, because he can be confident that his group will cooperate. This confidence in his group will also act to lighten the mental burden of his responsibility, but not the responsibility itself.

The informal organization also may act to fill in gaps in the formal supervisor's abilities. For example, Foreman Bill may be weak in planning ability. One of his subordinates, in addition to his regular job and through the use of suggestions or open action, may in fact do certain planning for the department so that the overall departmental efficiency is the same as if Bill were a good planner. Shartle at Ohio State has shown that executives tend to choose principal assistants who complement their own abilities. This may be because the situation has been ripe for that kind of an informal leader to arise within the group.

WHY SOME FAIL

The informal organization is a good place for potential formal supervisors to develop, but it should be remembered that the informal leader does not always make the best formal supervisor. Business history is replete with incidents of "good leaders" who became arrogant bosses when they were given formal authority. Because of its origin and nature, formal authority stimulates arrogance more readily than informal authority. Sometimes the assumption of formal authority changes the followers' attitudes rather than the leader's. This is illustrated by the informal leader and spokesman against management who, when he becomes a member of management, is unable to maintain his group's confidence and support. He arose to informal leadership because he effectively represented certain group incompatibilities with management; and now that he is "on the other side," the group does not know whether to trust him or not.

Some informal leaders fail as formal leaders because they fear *formal responsibility*, something they do not have as informal leaders. They often criticize management for lacking initiative, not daring to be different, or being overcautious. But when they get on the management side, they become even more conservative, because they are afraid to make a mistake. Other informal leaders fail because the area of formal supervisory responsibility is so much broader than the tiny functional area in which they have had informal authority. For example, Joe may be the authority on company picnics, but that does not mean he will be equally good in other functions and should therefore be a foreman.

The Supervisor Should Remember . . .

IT MAY BE ARGUED that an overriding informal organization is necessary and *desirable* when formal supervision is incompetent, in order to keep the group working effectively. The statement, "We get along here in spite of the boss, rather than because of him," is descriptive of actual situations. But is this desirable? Normally it is better to discover incompetent leadership early, because it is a fundamental principle of organization that informal organization alone will not indefinitely keep a group on its course toward the objective. Sooner or later personal objectives will conflict with the organization's service objectives, and then formal authority must be available to resolve the conflict.

One of the most destructive aspects of informal organization is its tendency to communicate rumor, gossip, and untruth. This problem has not been adequately explored, but it is likely that a sound plan for supplying informal channels with useful information in which the group is interested would help to drive out the miscommunication.

Many of the aids of informal organization may also, when reversed, serve as resistances. For example, the informal organization can lighten the load of the leader, but it can also cause him extra burdens when it works against him. It may fill in gaps in the supervisor's abilities, but it may also duplicate his skills and conflict with them. The important concepts which the supervisor should remember are:

1) That the informal organization will be with him always;
2) That the integration of its interests with those of the formal organization is a major influence for organizational effectiveness;
3) That something can be done about it, and,
4) That the "something" is principally *his responsibility*.

This is one problem for which he cannot always blame his superiors, because the informal organization mostly looks downward or horizontally for its sources of authority and action stimuli.

RECOGNIZING THE 'CHECK-AND-BALANCE' VALUES

One benefit of the informal organization which is seldom recognized is that its very presence in the group encourages the supervisor to plan and to execute more carefully than he otherwise would. The supervisor who is aware of the power of the informal organization knows that it is, in governmental terms, a "check and balance" on his unlimited use of authority. He will introduce changes into the organization only after careful planning because he knows that the informal group could provide the impetus to undermine an ill-conceived and shaky project. He wants his projects to succeed because he will have to answer to *formal* authority if they fail.

Most authorities recognize that the informal organization serves as a good safety valve for the frustrations and other emotional problems of group work. This is but a part of the overall communication function of informal organization.

The communication network in offices and shops is usually called the grapevine, and both its speed and inaccuracy are notorious. Many times the grapevine works faster than the formal communication system, and people who hold key positions on the grapevine network are highly regarded by their associates. Many times, also, the grapevine is so inaccurate that the formal communication system is kept busy undoing what the grapevine has done.

A wise supervisor will build a formal communications system of such speed and effectiveness that the grapevine will be confined to its proper secondary position. However, he will realize that he cannot totally suppress the grapevine. It will always carry something, and he should encourage it to carry the truth by supplying it with enough appropriate information to keep its channels full. The supervisor will get suggestions regarding what information is appropriate by listening to the grapevine itself, which will tell him the topics

of interest to organizational members and their attitudes toward these topics. In fact, the grapevine is a valuable barometer of public opinion in the organization.

THOSE OFF-RECORD PURPOSES

There are certain types of information which the formal organization is not equipped to carry as well as is the grapevine. An example is so-called "ephemeral" personal information such as, "Charlie and Joe caught three bass in Lake Travis yesterday after work." The fact that Charlie and Joe went fishing together is significant to the group; and the grapevine, being spontaneous and flexible, can carry this information more easily than the formal organization. There may also be information no one has thought to transmit formally or which the formal organization wishes to keep "off-the-record" for various reasons, leaving the function to the grapevine. If the supervisor comes to work in a foul mood Monday morning, he will not want to announce this formally to his subordinates; yet he may consider that his secretary does a good job when she informally warns a subordinate who comes in to talk to him.

Supervisors frequently use off-the-record information to interpret to their superiors human problems, which they feel their bosses would consider inappropriate for formal communication. Superiors tend to expect all upward formal communications to them to be in terms of the "language of efficiency" rather than in human terms, so the supervisor soon discovers that he is unable to interpret to management many of the human problems of his group. With a sense of frustration he turns to the grapevine, such as "off-the-record" comments which are discriminatingly dropped in the right places so that they will eventually reach the ears for which they were intended. In this way, human needs and wants become known at the appropriate organizational level, in spite of the formal language of efficiency. Business greatly needs to develop communication techniques and attitudes which will actively encourage communication of human data—in human terms—within the formal organization.

Another advantage of effective informal organization is that it tends to give the organization more stability, in terms of keeping the group on an even keel towards its objective during times of stress or when the formal leadership is changed. This principle is well recognized in military management of small combat groups where the leader is likely to be shot down any minute; yet the morale and stability of the group must be maintained. The skill to maintain social stability and focus on the objective in such times of stress will partly depend on the strength, cohesiveness, and similarity of objective of the informal organization.

It is also likely that effective informal organization adds to an organization's flexibility, which means it is better able to adjust in a dynamic society without loss of competitive effectiveness. A stable organization withstands shock; a flexible one creatively and cooperatively anticipates it and adjusts to avoid it. Stability is passive, flexibility is active—a balanced organization needs both.

Administrators often recognize the importance of the informal organization at their level, but they overlook it below. They see the idiosyncrasies and differences of their superiors and recognize how informal organization is useful in dealing with them; but when these same administrators look below, they see no reason for their subordinates to have an informal organization. They expect subordinates to behave rationally because they consider themselves to be rational supervisors!

The Informal Organization as a Resistance to Group Objectives.—Certainly there are many ways in which the informal organization can strengthen the formal organization, but it can also weaken the formal structure. Left alone, it is likely to become the drag for which it is traditionally criticized. The terms "clique" and "special interest group" have become common in our society, and they are most used to describe simply an informal organizational element which seeks to serve its own objectives in preference to the objectives of the larger group to which it belongs. In such a situation there is goal conflict between the formal and the informal organization.

On the other hand, the formal organization may be weakened because the informal organization helps it too much, such as when the informal organization virtually relieves the formal supervisor of his duties so that he is little more than a figurehead. He fails to develop, and the need for upgrading and continuity of leadership remains unserved. Furthermore, since activities are somewhat out of the supervisor's control, the informal organization—instable as it is—may change its objective suddenly and take the department with it before the supervisor can bring it back in line.

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SOCIETY FOR ADVANCEMENT OF MANAGEMENT
84 William Street, New York 38, N. Y.

Consultive Supervision—From Chairman to Foreman

By C. W. COOK

Production Manager, Maxwell House Division, General Foods Corporation

In this case history report from an executive of a company which takes a 'dim view of one-man shows' there is frank discussion of techniques for encouraging productivity increase and brief exposition of management philosophy which puts emphasis on human dignity.

LEADERSHIP MEANS many things to many people. Too often the terms "leadership", "management" and "supervision" are interpreted to mean only the directing of others, especially in the lower levels of supervisory organization charts. This concept overlooks or ignores the generally accepted adage that goes: "The best method for getting an individual or group of individuals to do something is to cause him, or them, to want to do that something." I think that adage is particularly appropriate with respect to Americans, with our heritage of personal freedom.

We all spend much time, money and energy having engineers and other specialists study our processes, layouts, materials used, and methods in the interest of effective operation. Many of us emphasize work simplification and better training in our efforts to gain maximum output per person. In some instances, we in industry use financial incentives — bonus plans, piece rates, etc. — to encourage the individual to "put out" all he can or will. All this effort is to be commended as it demonstrates many phases of good leadership or management at work.

However, these management tools can be, and should be, complemented with a healthy motivation of the "*want* to do" attitude on the part of individuals. The combination of the proper know-how, the proper facilities, and the desire to do is hard to beat.

How do we bring about that "desire to do" attitude? How do we develop loyalty, cooperation, sincere interest, willingness to contribute that "extra bit" that often means so much? It may seem that the obvious answer includes good pay, liberal benefit plans, good working conditions, steady employment, interesting work, chance for advancement, and fair treatment. I agree those points are very important, and probably necessary. Observance of those points should insure good results—by usual standards.

Many studies over many years indicate that the average individual's performance — or output — is from 50 to 75% at best, of what is considered a reasonable standard as to what a person should do for a given period of time. The most authoritative figure I find is 60%. This refers to work that is not machine-paced or subject to incentive earnings. It would be interesting to know what the comparable figure would be for first and second line supervision —or even for the "V.P." level.

How then can we induce individuals to close or even partially close, that big gap between 60% actual performance and the 100% that is possible? In General Foods, we believe that an important step in that direction involves a greater feeling of participation on the part of every employee, regardless of his level in the organization. It is undeniable that the typical individual will give more if he feels that he is "in the act"; that he is truly a member of the team rather than a cog in the individual machine.

PHILOSOPHY OR TECHNIQUE

Is this a philosophy or a technique? It is a very basic philosophy in our company, though of course, techniques must be used to implement that philosophy. Our principles of personnel administration and employee relations have been put in writing as a formal declaration of policy in a modest little booklet we proudly refer to as "The Little Yellow Book"—, and since 1941 the first item under Administration has read as follows:

> "CONSULTATIVE SUPERVISION — Because it places emphasis upon respect for the personality and human dignity of each individual employee and allows maximum development of his natural capacity, the management believes that the most enduring — and in the long run the most satisfactory— personnel relations will be attained by means of consultation and explanation — up and down the organization—through the channels of communication shown on organization charts . . ."

That we believe; we are committed to it, and we do our darndest to carry it out!

There have been many good definitions for the phrase or term "Consultative Supervision". Our concept involves two related approaches to our employees:

> A. Ask for, discuss and sincerely consider the views of employees before reaching decisions materially affecting their jobs and interests; and
>
> B. Tell them what is going on, and why, particularly on matters

Mr. Cook's article is based on a talk given recently at the annual conference of the Philadelphia Chapter of the Society for Advancement of Management.

affecting employee relations and their jobs.

Now, what techniques are employed to carry out this philosophy? We are considering an *attitude*, an *approach*, rather than a specific procedure. We do not say, "Let's emphasize 'consultative supervision' from nine to eleven each Tuesday morning, or even in each of our meetings". Instead, we do say, "Discuss problems with your subordinates in groups and in informal on-the-job conversations with individuals; describe the difficulties, outline possible solutions, and ask for ideas or comments, and do this regularly!"

Let me describe a few case examples which I believe will be more meaningful than mere generalities. I have chosen these particular ones because they cover a variety of situations and job levels, and because I am entirely familiar with each case.

EXAMPLE 1: Almost five years ago, General Foods decided to take the big step of decentralizing its operations so as to form seventeen separate, integrated divisions. This move greatly affected the heretofore centralized manufacturing department, especially the division manufacturing managers, of which I was one.

The first plan was for the three division managers to remain in the central Manufacturing Department, serving in a staff or advisory capacity. The factories would report directly to the appropriate general manager, there being no production manager on each general manager's staff.

Some of us felt that this arrangement was not the best one, and felt free to say so. The result was a meeting of the Chairman of the Board, the President, the Vice-President of Manufacturing, the Vice-President for Personnel Administration, and a different solution was worked out, one that has proved satisfactory to all.

EXAMPLE 2: A foreman and his boss, the department head, agreed that a certain employee should be discharged. The union steward disagreed and this led to a meeting with the plant manager, personnel manager, department head, the foreman, and the union steward present.

There seemed to be good arguments on each side. Instead of making the final decision himself (which he was empowered to do under the grievance procedure) the plant manager proposed that the seven foremen in that department decide the matter. The union steward agreed, the other six foremen were assembled, and the steward again outlined his point of view. The plant manager, together with the union steward, the personnel manager, and the department head then left the room after assuring all that the discussion of the seven foremen would have his "blessing".

The seven foremen voted six to one to lay off the subject employee for two weeks and give him a final warning in writing.

EXAMPLE 3—The Company decided over three years ago to discontinue operations at the Los Angeles plant, and build a new plant in the San Francisco Bay area. Property was purchased in the latter location, but the timing on actual construction was not known.

Even so, the employees of the Los Angeles unit were informed of the property acquisition and were promised they would be kept informed. When the engineering work was completed, the employees were told almost a year in advance of the actual moving schedule. All employees were invited to make the move at the Company's expense, but an alternate program—with termination allowances, help in finding other work, etc.—was worked out for those who chose not to transfer.

A competent supervisor was given the sole assignment of counseling with employees to aid them in reaching decisions as to whether to move with us, or not;

Suggestions for Implementing a Consultive Supervision Program

HERE ARE SOME POINTS to consider in implementing the policy of Consultative Supervision discussed in the accompanying article:

a) Remember that it must come from the top down. We are apt to deal with our subordinates as *we* are dealt with. Our Chairman of the Board, Mr. Clarence Francis, is our No. 1 supervisor and is the No. 1 *user* of consultative supervisory methods in our company.

b) Frequently ask those reporting to you to "review this or that problem with your people and let me know what you think we should do."

c) Have "vertical" meetings with the next two or three levels of supervision on problems of mutual interest.

d) Take a subordinate along frequently to meetings with your boss, particularly if the subordinate has a point of view on the problem in question that is contrary to yours.

e) Convince your subordinates that you—and the company—take a dim view of "one-man shows", that real recognition is gained by the ability to develop others who can think and contribute ideas.

f) Convince those reporting to you that you don't expect them to have all the answers at their fingertips—that it is often wise to reply "I don't know; let me review that with my boys and I'll give you a good answer".

g) If you can do it without seeming unnatural or forced, visit the factory departments and offices yourself, chatting informally with employees, asking their ideas and opinions on matters of interest to them.

h) When selecting new supervisors and promoting present ones give at least as much weight to their aptitude for effectively leading others in an understanding, considerate manner as you do to technical training and other qualities.

and getting information on the new locality as to climate, housing, schools, churches, cost of living, etc. He also helped to place those who chose to remain in Los Angeles.

The result was that 40% of the hourly-rated personnel, and practically all of the salaried personnel, elected to move the 450 miles with us.

In our organization of some 19,000 employees, there are probably between 1,500 and 2,000 supervisory people. They do not bat 1000 on this phase of their assigned responsibilities, just as they do not bat 1000 on accident prevention, production scheduling, spoilage reduction, or on the many other facets of their jobs. We like to feel that the overall batting average is pretty high, and we are constantly trying to improve the weak hitters on the team.

Those of us in management talk and write much about this wonderful business system of ours because we believe it. Many companies—including General Foods—are spending a lot of time and money trying to explain more about this system to our employees in a program called Economic Education. Even though the average working man benefits from our American business system, to a degree unequalled throughout the other countries on this earth, seldom do you hear his voice raised in praise of that system. Don't write that off to ignorance or reticence. I am convinced that at least part of the reason is that he does not feel he is truly a partner in that system.

I submit that the exercise of consultative supervision in industry is an important step in making the operator at his machine, the office worker at her typewriter, the salesman with his order pad, the mechanic with his tools, feel that he belongs.

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The Top Goal is Economic Security

By FLOYD L. LARKIN
Vice President, Wisconsin Electric Power Co.

The personnel head of a company with a "built-in" human relations program tells how it works and what it seeks to accomplish in this discussion of Industry's role in dealing with illusive, intangible and unpredictable human nature.

WHILE THE EMPLOYEE and his family have gained immeasurably in a material sense, the system of mass production has not improved his moral fibre; has by and large, taken from him important parts of his individuality and has begun to challenge his dignity as a human being.

One product of the assembly line that never leaves it is frustration which fills in the void left when the opportunity for self-expression and satisfaction is removed from the job.

We shall never improve morale, or the productivity, or the intelligent action of the millions of wage earners (who hold the destiny of the nation in their hands) simply by granting wage increases. That ought to be clear! Although demands for more and more wages are those most frequently repeated by business agents and bargaining committees, they do not even approach the true objective of the rank and file employees.

The top goal is security within industry—and millions of workers do not have it; the right to work regularly.

Second place is usually a chance to advance on merit or, if advancement is slow or impracticable, then, in third place, a desire to work where he is a personality and, fourth, a desire for simple, genuine human dignity, a feeling that he has had a part in creating something, that he has accomplished something worth while, that he belongs on a great team.

Basically, the great difference between America and any other nation on earth is (or was) the dignity of the individual as opposed to the supremacy of the State: the right of all for opportunity in work: the right to climb as high as opportunity and merit permit: the right of possession of property and security in that possession: the right of self-expression, to orderly justice and to worship God in our own way.

AIDING THE DESTROYERS

Could it be that Industry has unknowingly been working along with its would-be destroyers and, in by-passing the worker's great, unfilled need for self-expression and satisfaction of his native desire for individuality, has left him a frustrated listener to the preachings that his own employer is against him; and left him a willing victim of the Socialist Planners who by slow but sure injections of their deadening drug destroy initiative and self-reliance and set the stage for the destruction of Labor, Industry and Government itself—even those who now are expanding and wielding the Federal power. They are but the hatchet men who will inevitably be discarded and replaced by more ruthless rulers when their job is done.

Our greatest difficulty is that we are dealing with the world's most illusive, intangible and unpredictable force — Human Nature.

In running a power plant, at least you know that if you burn coal in the furnace to heat water steam comes out the other end and if you direct that steam into turbine blades the shaft will turn driving generators that pour electric energy into a system of wires and cables and a lamp lights up to tell you the cycle works.

In employee relations work we have no accurate meters, no gauges—we have a few yardsticks but we don't know how many inches long they are. We try something and it may be years before we think we see results — and when we see them we are not sure that they came about because of what we did or because of six other things.

It is not all that rough, of course—in fact, we are getting pretty scientific in some areas.

As in many other fields of Company activity, Wisconsin Electric Power Company has been foresighted.

MONOTONY A RARITY

We were, of course, blessed by the nature of our business and the progressive spirits who preceded us. The No. 1 category of what the employe wants—Economic Security—came all built-in the business so far as continuity of employment is a factor.

Because of the stability of the business, utilities were among the first to have retirement income plans. For the same reason and because our predecessors saw way ahead, other factors in Economic Security were fairly well satisfied—we have medical and surgical service, hospital benefits, paid sick time, death benefits and, beginning this year, a very generous life insurance program. In this Economic Security category we have little to worry about. Our employes recognize that they have a high degree of Economic Security.

In the No. 2 category of what the employe wants (it is frequently called "Psychological Security") we were

This article is based on material presented by the author at the recent Management Institute at Carroll College, Waukesha, Wisconsin. Floyd Larkin is a Past President of the Milwaukee Chapter of the Society for Advancement of Management.

again blessed to some extent by the nature of the business; we had relatively few of the assembly line type of deadly monotonous jobs. One of the earliest attempts to detract from the monotony of work; to superimpose the interest inherent in an individual enterprise as to the status of working for wages in a big corporation, was the system of wage incentive plans. We are still one of the few, if not the only utility in the country with a comprehensive incentive system. That is difficult to understand because I believe that wage incentives are still a very tangible and effective means of blending individualism and mass production and giving employes a sense of accomplishment—a target to shoot at.

In the area of job monotony the operating departments are doing an excellent job in putting more and more of the work of very monotonous jobs onto machines and push button controls.

STEP-UP PLAN BENEFITS

Another program which is rather well developed is our Training Program, not only the formal classroom and conference series, but also in the on-the-job training carried on by the departments. Such programs are important in that they counteract monotony by adding variety and they facilitate advancement, both of which are in the center of the field of Psychological Security.

Although there are headaches involved, the Step-Up Plan in the Power Plant Department under which an employee is trained for at least three jobs, is extremely constructive. It is obviously to the Company's advantage to have employes trained to take over a higher job in emergencies and when vacancies occur due to sickness. The other side is that the program injects variety into some rather monotonous jobs and assures promotions on the basis of qualifications.

An important part of Psychological Security—and I still try to make myself believe that the principal benefit is wholly psychological—is "collective bargaining." No one will ever convince me that wages, hours and working conditions were the soil from which the "new look" in unions sprang. It was to gain a means of expressing themselves — of being heard. For the first time we had to sit still—and listen. And believe me the very fact that we sit and listen to demands in contract negotiations; to their complaints and grievances; to their charges of discrimination—the fact that we have to listen gives them a great feeling of security. We have some high-priced listeners and it's a tough way to make a living—but, it pays.

A KIT OF TEST TOOLS

A relatively recent addition to our kit of tools in the field of Psychological Security is the modern battery of selection tests, including psychological tests and personality inventories. We no longer seek only the highest I.Q.'s. We measure the I.Q. as one of many measurements in order to fit the native and acquired skills and the personality factors to the job. No matter how abject may be the monotony of a job; no matter how disagreeable it may be, somewhere there is an individual who will fit the job and be happy.

Most important in the category of tests is our new selection method for supervisory employes, a field which industry generally has overlooked. We have a lot of good supervisors who were selected before the era of tests. We have some mediocre ones and some very poor ones.

If officers and the department heads are guided by the information we can now furnish, we should have fewer misfits on the supervisory staff in the future, and this is very important because a misfit supervisor is not only a source of employe dissatisfaction, he himself feels insecure.

Another great forward step is broad Foremanship Training. After the heat generated by the 1934 strike had subsided a post-mortem revealed that 1) our Foremen had no small part in bringing about the dissatisfaction that accumulated to the point of explosion, and 2) they were not exactly "on our side" in many cases.

In a report I received from the University of Michigan Survey Research Center recently Dr. Robert Kahn reported on an extremely intensive survey in a large tractor plant to discover the content of "morale." Out of 70 satisfactory items in "morale" Number 1 was "Satisfaction With Immediate Supervision." Although we did not have the benefit of Dr. Kahn's findings 17 years ago we reasoned that if the first-line supervision was trained in supervisory skills, we would remove one source of conflict which led to the strike.

We believe that the morale of our supervisors is, in most departments, at the highest level. We believe they are, for the most part, 'Management', and we know that they are doing an effective morale building job in most departments.

LINKS TO STRENGTHEN

The areas of Psychological Security in which we have yet to attain really satisfactory progress are 'Communications' and 'Employe Participation.'

In 'Communications' the two-way system doesn't work very well. We say we have it, but the upward movement of information is saturated with sugar because no one likes to tell his boss anything that will make him unhappy. About the only unsweetened information passing up the pipeline is from the Exit Interview. We have learned some important things. The most important is that if the supervisor, be he officer, department head, superintendent or just line foreman, has not gained the respect of his subordinates a communications program is a waste of time. You are trying to force water down a clogged drainpipe.

If that supervisor does have the respect of his subordinates, a communications program can be very simple. That can be proved within any company. In other words you cannot separate what is said from the person who says it; or the old adage: "Your actions speak so loudly that I can't hear what you are saying."

THE VERBAL IS VALUABLE

We have also learned that we probably spent too much time and effort trying to get rank and file employes to learn how to read an income statement and know the difference between a capital expenditure and an operating expense, and that reasonable dividends to stockholders benefit employes. I do not mean that we should overlook and dismiss the misconceptions concerning rates, prices, capital investment, bonds, stocks, profits, dividends, etc. I do believe that we have discovered that instead of trying to teach 3,400 employes all the fine-haired distinctions and definitions, we can do a better job in convincing them that we are honest people trying to do a job for them as well as for the customers and stockholder. I am sure that if we can get the confidence of

our employes in Management up a few notches by a little more of the right kind of verbal communications, we need not worry whether they ever learn to read an Income Statement.

But we believe we have a real job to do. That confidence does not exist as it should. Anyone who sits in at collective bargaining time knows that. We must find new tools and more of them. We are trying to force water to run both ways in the same pipe at the same time.

We have some ideas we would like to try at Wisconsin Electric. First and foremost we are convinced that there is no substitute for the oral presentation. House organs, the Stockholders Annual Report, Readers Digest Reprints, posters, bulletins, etc., these are allright to supplement the man-to-man exchange but we have depended upon them too much as the only channel of communications and they will not do the job in 1951 and 2051.

GIVE THEM FACTS

As an innovation, inspired by an advertisement of Merrill Lynch, Pierce, Fenner & Beane,—we are working on a series of oral conferences for all members of Union Bargaining Committees, and probably stewards, on "What Makes the Electric Company Tick." And they want the information. They do not deliberately go about avoiding facts—we haven't offered them facts, except a few across the bargaining table.

Later we have got to arrange for more participation by employees in the day-to-day workings of management on the job. Every now and then, as a regular, systematic plan every supervisor (including the stiff-necked ones) ask those under them what they think about this, that and the other idea for getting things done. Maybe it's only the color of the walls or "do the lighting fixtures need washing?" or maybe it's something more important in the work cycle.

I am sure the idea has something in it, because if you convince those employes that they are important people; that their advice is sought; that we ask them what they think and listen to what they say we are working on the self-esteem and the craving for recognition inherent in human beings. And when Management takes some action affecting them it will be accepted as good because of all the excellent advice they have given.

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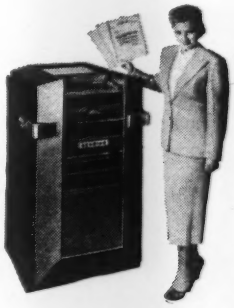

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SOCIETY NEWS

TELLS S.A.M. STORY

CLEVELAND — HAROLD R. NISSLEY, author, educator, and labor arbitrator, management consultant and for many years industrial engineering consultant for General Electric's Lamp Department, recently had published in "CLEVELAND ENGINEERING" an article pertaining to the metamorphosis of S.A.M. Assistance in the preparation was given by John Reid, C. A. Slocum and Howard Castiglioni.

In the article Mr. Nissley brought out some of the Cleveland story, the Chapter's rise in number of members; its current projects, and future plans. Cited in the article as some of the early 'spark plugs' of the Cleveland Chapter of S.A.M. are George T. Trundle, Jr., president of Trundle Engineering, whose time and periodic financial aid kept the Cleveland Chapter afloat during its early beginning; Paul Deldine of the B. F. Goodrich Rubber Co. in Akron who served as one of the early presidents, and Dr. V. (Bill) Prian, formerly of Fenn College, who was another of the sparks whose energies carried the chapter through its difficult early times.

Mr. Nissley's article is entitled "Depression Born, S.A.M. Pioneers Field" and is a concise story of the early history of S.A.M.

DORSEY LEAVES WORCESTER

THE WORCESTER CHAPTER regrets the leaving of Harry A. Dorsey, Senior Associate and Director in the firm of Bruce Payne and Associates, Inc., Management Consultants of Westport, Conn., Boston and Chicago. He is well known as a National Director of S.A.M., a member of N.A.C.A., A.I.I.E., and of the Worcester Engineering Society.

Mr. Dorsey is going to Rio de Janiero, Brazil, where he will open company headquarters. Bruce Payne and Associates have been retained as counsel to the Brazilian National Steel Co.

"PERFECT TEAM" SESSIONS

THE TRENTON CHAPTER is presenting a series of 14 round-table discussions on "The Perfect Management Team". The cost of the series is $1 per meeting or $10 for the series of 14 plus a book which will contain a transcript of each session.

Trenton's booklet announcing this round-table had a clever jigsaw puzzle in which a broken puzzle appeared on one page showing "too many pieces disconnected mean nothing but trouble and confusion but—" and the finished puzzle appeared on the next page illustrating "the numerous pieces put into their proper place make a closely knit and orderly picture . . . of 'The Perfect Management Team.' "

HUDSON VALLEY HEARS SMIDDY

THE HUDSON VALLEY (N. Y.) Chapter is conducting a series of lectures and discussion groups dealing with personnel, time study and materials handling. Edward P. Hubble, personnel director of the Allegheny-Ludlum Steel Corporation will head the Personnel group, and Robert L. Johnson, industrial engineer of Eastern Tablet Corporation will be coordinator for the Time Study group.

Harold F. Smiddy, Vice President of General Electric Co., and a national Vice President of S.A.M. was the guest speaker at the September meeting, held in Troy, on September 11th.

Pittsburgh Aids the Blind

THE PITTSBURGH CHAPTER has undertaken an ambitious project of aid to the Pittsburgh branch of the Philadelphia Association of the Blind in the areas of industrial engineering and industrial relations in their manufacturing operations and in the placement of blind in industry generally. The committee is composed of Frank Sanford of the National Supply Co., Professor Jacob J. Blair of the University of Pittsburgh, David N. Wise of Mine Safety Appliance Co., Donald F. Farr of the Methods Engineering Council, James H. Elkus, Blaw-Knox Co. William Witte of James H. Matthews Co. is chairman.

Dave Wise and Don Farr have already been of service in the association's Sewing Department, utilizing some men from the Methods Engineering Council on a work simplification program. As a result, production on aprons has been increased from 960 to 1,500 per day simply by changing the procedure and methods. It is predicted that by adding a suitable machine another substantial boost in production is possible.

The committee has recommended that the Pennsylvania Association for the Blind employ an industrial engineer, with S.A.M. to assist in the selection of the man and to aid him in the work until he is able to carry on on his own. It was also suggested that the student chapters be given a part by assisting in time study and other detail work.

Specifically, the Association needs help in materials handling, method analysis and time study, industrial relations, management controls and placement of the blind in industry.

Dave Wise and Don Farr, with the help of some of the Methods Engineering Council men, have prepared a full survey of the sewing department, including preparation of a floor layout. The use of this floor plan will help visually handicapped workers to reach a higher degree of skill in performance.

ATLANTA DISCUSSES PROGRESS

ATLANTA — DR. ALLEN D. ALBERT, public relations manager for Lockheed Aircraft, addressed the Atlanta Chapter of S.A.M. at its September meeting on the topic of "Competition and the Roll of the Government." Dr. Albert, who is on leave from the Emory University sociology department, is a specialist in city and community relationships and organization.

October's meeting will be based on Southern Industrial Progress — past, present, and future. The Atlanta meetings are announced on a mailing piece which displays the chapter officers, program for the meetings and contains a reservation card which can be returned for meeting reservations and to insure receipt of future advance notices of the meetings.

CHAPTER STUDIES HARVARD CASES

THE INDIANAPOLIS CHAPTER held four different "Harvard Case Study" forums simultaneously at Butler University on September 26th. The forum leaders were Professor John F. Mee, Carl Rahdert, Val Williams, Milo Haffner and H. T. Amrine.

The Indianapolis Chapter issued an attractive bulletin in two colors, giving S.A.M. membership personal news, quick get-acquainted news of the officers, a complete illustrative organizational chain of command chart, and the program for the next month.

LANCASTER DOES A PROMOTION

THE LANCASTER CHAPTER has just issued an attractively-printed brochure listing their officers, directors, the entire program for 1951-1952, and the name of each member.

They have announced these major committee appointments: Chairman of Programs — H. R. Grable; Co-Chairmen of Membership and Attendance — R. P. Turner, Jr. and L. E. Killian; Chairman of Activities — L. T. Ohmart, and Chairman of Publicity — J. L. McDowell.

The subject for the dinner meeting on October 2nd will be "Production Planning and Control."

RATING FILMS ARE SHOWN

THE CHICAGO CHAPTER at the September meeting had as its guest C. A. Slocum, S.A.M. National Executive Director, who flew from New York to present the S.A.M. Rating Films, eight reels of motion picture films. These are the result of 11 years of scientific research by experts in time and motion work. Mr. Slocum also gave an absorbing story of how this major management tool has enabled hundreds of firms to maintain better levels of performance.

PITTSBURGH PROMOTES

THE PITTSBURGH CHAPTER has prepared a 20-page promotional brochure which is a work of art. The copy consists of information concerning S.A.M. (such as purposes and membership qualifications), pictures of the 1951-52 officers, chapter activities, standing committees, round tables and student chapters. The 1951-52 calendar is included as is a complete listing of each member, with his address.

The September 20th meeting had R. R. Nordyke, General Director of Industrial Relations, Fisher Body Division of General Motors Corporation, as the main speaker. His subject was, "Should Working Policy be Set by Time or Staff Organization?"

DEFENSE CONTRACTS DISCUSSED

CENTRAL PENNSYLVANIA CHAPTER had a dinner meeting on September 20th at which Lt. Colonel John W. Kight, AUS, Chief Contracting Officer of the Pittsburgh Ordnance District was the guest speaker. Colonel Kight discussed subcontracting procedures, problems of material shortages, and related defense matters.

The members of the operating committee of the chapter have been announced as G. L. Thuering, J. N. Nelson, W. N. Leonard, J. W. Caldwell, F. H. Cook and W. E. Dunnick.

FOUR-CHAPTER CONFERENCE

CONNECTICUT CHAPTERS OF S.A.M. (Bridgeport, Hartford, New Haven, Stamford) and the University of Connecticut held a successful one-week Management Conference on the campus of the University August 26 to September 1. The conference was devoted to time study and methods and featured lectures by authorities in the field. One of the highlights of the Conference was the talk given by Mr. Harold Engstrom,

GROUPS, LEADERSHIP AND MEN

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Manager of Industrial Engineering, Sylvania Electric Products, Inc., on the topic of "Pre-Determined Time Standards".

DEAN CARROLL SPEAKS

GREENSBORO CHAPTER held its September meeting on the 18th. Dean Thomas H. Carroll, of the School of Business Administration, University of North Carolina, was the speaker for the evening. Dr. Carroll's talk dealt with human relations and the reason for the emphasis on it.

ECONOMIST AT CINCINNATI

THE CINCINNATI CHAPTER had as its speaker on September 6th, one of the nation's top economists, Martin R. Gainsbrugh of New York. Mr. Gainsbrugh, chief economist of the National Industrial Conference Board, is the author of numerous books concerning his field of economics.

MILWAUKEE APPOINTS

THE MILWAUKEE CHAPTER has announced the appointment of these major committee chairmen: Program Chairman — Donald B. Fraser of The Louis Allen Co.; Membership — Earl S. Koehler of the Loewi Company; Publications—James H. Miller, and Research —George A. Sievers.

PROGRAMS FOR PROMOTION

NORTHERN NEW JERSEY Chapter has issued a program which covers the months of September through December (the first half of the S.A.M. year). The members of N.N.J. feel that this is better planning, inasmuch as the separate program for the second half is generally more accurate, since it can reflect any changes. Also they feel it is more practical because the members and prospects receive a program that covers the current meetings, and it is those meetings that hold the most interest for them.

"How to Make Cost Reduction More Effective" was the topic of a talk by Don Copell, Vice President of the Wagner Baking Corporation and Consulting Editor of ADVANCED MANAGEMENT at the September meeting, in the Essex House in Newark. A. B. Neske of Ralph C. Coxhead Corporation was the meeting chairman.

The October 4th meeting concerns "What the Plant Manager Expects of the Industrial Relations Department" and will be moderated by Garry Morris of Sylvania Electric Products Co. The Plant Managers who are taking part are Damon Douglas of Damon G. Douglas Company; F. B. Focke, Vice President and General Manager of Wright Aeronautical Corporation, and Freeman Dyke, Plant Manager of U. S. Metals Refining Company.

The Industrial Relations men who are participating in the meeting are Charles Nickerson of Bristol-Myers Company, Albert Cockshaw of Otis Elevator Company, and F. T. Vansant of New Jersey Bell Telephone Company. The chairman for the meeting is S. Carroll Young of General Aniline and Film Corporation.

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Wanted by a well-established progressive manufacturer of electronic, mechanical and seismic equipment employing 700 people. Electrical or Mechanical Engineering Degree preferred, with additional schooling in Industrial Engineering. Extensive Industrial Engineering experience required. Age 25 to 45. Salary commensurate with experience and ability. This position is in Dallas, Texas. Reply by letter giving resume of training, experience, salary requirements and a recent photograph to P. O. Box 7045, Love Field, Dallas, Texas.

INDUSTRIAL ENGINEER, under 40 years of age, capable of assuming complete responsibility for industrial engineering program at one of three geographical divisions of a large West Coast manufacturing company. Desired minimum qualifications: Engineering degree; at least 2 years time study experience plus 2 years methods improvement and plant layout; supervisory experience in an operating department. Salary open. Send detailed resume of experience and background to S.A.M. Box 320-O.

The Management Bookshelf

The Art of Administration by ORDWAY TEAD, published by McGraw-Hill Book Co., New York, N. Y., 208 pages, $3.75.

"THE ART OF ADMINISTRATION" by Ordway Tead is a 208 page book, exclusive of footnotes and index. The contents of the book include a preface by the author, a foreword by Lawrence Appley, thirteen chapters, the footnote references and an index. The chapter headings are as follows: 1. Administration—A Fine Art?, 2. The Nature of Organization Aims, 3. The Acceptance of Organization Aims, 4. Human Nature in Action, 5. A Democratic Society in Action, 6. Democratic Difficulties, 7. The Substance of Administration, 8. Personal Power and Authority in Administration, 9. Administration as Democratic Leadership, 10. The Personnel Aspects of Administration, 11. Administration for Collective Cooperation, 12. Administration for Coordination, 13. Administration as an Educational Function.

The author states the purpose of his book, in his preface, as follows: "This book is thus a study of how we can together validate and fulfill democratic living in a technological society, and do so in ways that give the lie to those ideological notions of 'democracy' which run so contrary to our own." He goes on to the opinion that "Administration in its social role will, therefore, have to have much to say about the new place of fellowship in the productive life of our institutions, and in the creative growth of each individual soul."

Mr. Appley acknowledges, in his foreword, his indebtedness for the inspiration derived from this and other writings by Dr. Tead. He feels that any executive has advanced his thinking significantly when he shares with the author the deep conviction that "to lay it down as an unassailable dogma that considerations of profit-making constitute the all-controlling and simon-pure aim of administration is just not the truth."

This book has received a number of favorable comments from some competent students of business. The gist of them is that the author has approached the problem of administration from a fundamental, philosophical point of view that should stimulate beneficially the thinking of any executive who will read the book carefully and analyze it thoughtfully. Stuart Chase thinks, for example, that "it ought to do a lot of good." It will.

It is not the duty of a reviewer to agree or disagree with an author. It is merely to outline the content matter of the book, and to suggest whether or not it is worth reading. It is if it has a logical, fundamental approach to the particular problem; if it challenges and stimulates the reader's thinking on the subject. The "Art of Administration" certainly conforms to these criteria. The book is recommended highly accordingly. The student of business, whether academic or executive, should do more than skim through it. He should read it thoroughly and analyze its ideas carefully. Dr. Tead is right that the administrator has an educational responsibility. It includes, of course, an obligation to himself as well as to his company and his community.

RALPH CURRIER DAVIS
Professor of Industrial Management
Graduate School of Business
Stanford University, California

Principles of Industrial Management by L. P. ALFORD. Revised and rewritten by H. Russell Beatty, published by Ronald Press Co., New York, N. Y., 779 pages, $6.00.

Here is a text which puts forth the teachings of modern management. Chapter by chapter, it unfolds in concise form readily adaptable principles and philosophies, which are a must in today's complex problems of industrial management.

After reviewing the historical background of Industrial Management and Industrial Development in the United States, the author deals with various management functions, such as, planning, quality control, standards, accounting, and personnel. These are accompanied by a wealth of illustrations and examples of proven success.

This book should prove invaluable to industrial engineers and managers of all levels, and especially as a text for colleges.

E. H. KOENIG
Keuffel & Esser Co.
Hoboken, N. J.

Materials Handbook, by GEORGE S. BRADY, McGraw-Hill Book Company, Inc., New York, $8.50.

INFORMATION ON MORE than 8,800 materials is given in the new Seventh Edition of Brady's "Materials Handbook." This practical volume has been expanded to include almost 1,500 more materials than contained in the previous edition.

George S. Brady, the author, has regularly revised and enlarged this reference volume as an outgrowth of his varied experiences in industry and government. These include former American Trade Commissioner to Argentina, Uruguay and Paraguay, and chief materials consultant to the Office of Civilian Supply and to the Board of Economic Warfare. He was formerly a managing editor of *Product Engineering*.

Part I of the Handbook gives the pertinent physical and chemical properties of these materials, describes substitute and alternate materials, and includes numerous examples of just how these materials are used. It also covers certain processed materials which constitute the raw materials of some industries. In order to clarify the industrial and commercial applications of patented and trade-named materials, these too are analyzed. Throughout the book the nomenclature used and all statements made regarding the characteristics of materials reflect the most common usage among manufacturers and other competent authorities.

Part II contains numerous charts, maps and tables on the world distribution and production of the materials of industry, accompanied by authoritative interpretations and analyses. It is designed to provide economic-geographic information that is essential background for industry's intelligent, effective planning for and designing and purchasing of the materials it uses.